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A Survey of Libraries

in the

United States

CONDUCTED BY THE

AMERICAN LIBRARY ASSOCIATION

VOLUME ONE

Administrative Work of Public Libraries
and of College and University Libraries

CHICAGO

AMERICAN LIBRARY ASSOCIATION

1926

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INTRODUCTION

The Library Survey had its origin in the appointment of a "Committee of Five on Library Service" by President W. W. Bishop on February 26, 1919. It was intended at first to finance it as part of the proposed Enlarged Program. When this proved impracticable, the Committee decided to undertake the work on a voluntary basis and had made some progress when, in 1924, a grant from the Carnegie Corporation enabled it to go forward more rapidly, with the aid of an expert director and an office staff. The size of the Committee was increased to six and its name changed to "Committee on Library Survey." The decision of the Fiftieth Anniversary Committee to issue certain publications as an incident of its work and to include the reports of the *Survey* in these, is responsible for the appearance of these first volumes here and now.

Besides the present members, whose names appear below, the following persons have also served on the committee: Carl H. Milam, Henry N. Sanborn, and C. C. Williamson. The late Mr. Sanborn in particular did valuable work on the questionnaire in its early stages, and the committee was also assisted in its task by several hundred volunteer workers from every branch of the profession. To all these, too numerous to be named here separately, we give our hearty thanks.

We desire also to thank the Board of Directors of the St. Louis Public Library for giving the staff of the *Survey* house-room in the Cabanne Branch of that library. With the chairman of the committee and one other member in St. Louis, it has been thus possible to hold conferences with the director on short notice, and to decide matters of detail in a

way that would have been impossible if it had been necessary to carry on the work by correspondence.

The purposes and aims of the *Survey* are set forth in the following introduction by the director, Mr. C. Seymour Thompson. The Committee esteems itself most fortunate in having been able to secure for this work a librarian of experience and judgment who is at the same time a capable writer and editor. He has been able to carry forward the work and to assemble and state its results in the exact form most satisfactory to us, and we feel that his willingness to give up the librarianship of an important library to undertake it entitles him to the gratitude of the whole library profession. What he has accomplished speaks for itself.

THE COMMITTEE ON LIBRARY SURVEY

ARTHUR E. BOSTWICK, *Chairman*
CHARLES H. COMPTON
JOHN B. KAISER
FLORENCE OVERTON
AZARIAH S. ROOT
BESSIE SARGEANT SMITH

DIRECTOR'S INTRODUCTION

As stated in the questionnaire which formed the principal basis of our investigation, the object of the *Survey* has been "to give an honest, fair, unbiased statement of facts, based on actual conditions in library work in America, concerning every phase of library maintenance, administration, and service." Literal and complete fulfillment of this purpose was obviously impossible, for no one investigation, in a field so vast as the field of library work, can even approximate completeness. This purpose, however, has been the goal at which we have consistently aimed throughout our work, with the hope of producing, at least, a reasonably complete account of existing conditions and methods of library service in the United States.

At the time when this introduction is written, the first two volumes of the report, treating separately of public libraries and of college and university libraries, are in course of publication. Volume one is devoted to some of the most fundamental phases of administration, exclusive of the highly technical and specialized; volume two considers the principal forms of service rendered to adult readers (exclusive of the work with children in public libraries) and some of the administrative problems directly connected with this service. A third volume, now in course of preparation, will contain the reports on various forms of extension work and community service in public libraries, on their work with children, and on school libraries. A fourth volume is planned, to cover the more technical departments and problems of library administration.

For the information which the *Survey* sought to obtain it was necessary to rely almost entirely on the questionnaire

method. A very detailed questionnaire was sent in November, 1924, to 3,034 institutions. Of these, 711 were the libraries of colleges or universities, and 2,323 were public or semi-public libraries, including the state libraries and a few subscription libraries, institutional libraries, and several of other special types. The questionnaire was sent only to libraries of more than 5,000 volumes, for it was considered useless to try to gather information from smaller libraries by means of an elaborate questionnaire. Replies were received from 1,504 institutions, or 49.5 per cent. of the entire number. Among these were 1,243 public or semi-public libraries and 261 college and university libraries. These figures do not include a few replies which came later than January 1, 1926, when they were too late to be included in our study. There is cause for regret in the fact that the percentage of returns was not higher, and in the fact that no reports were received from several libraries from which valuable contributions had been expected. Especially regrettable is the enforced omission from the report of Milwaukee, Wis., Newark, N. J., Providence, R. I., and Springfield, Mass., among the public libraries, and, among the universities (except for information contributed in correspondence on two or three topics), of Columbia, Harvard, Johns Hopkins, and the University of Illinois.

The purpose of the *Survey* was to present all of the essential facts which could be ascertained, concerning existing conditions and methods and service, without critical comment of any kind. Brief interpretive comment has been inserted in a very few cases, where such comment seemed necessary in order to avoid the possibility of misinterpretation of the facts. Criticism and evaluation, however, have been studiously avoided, and no statement that is made in the report should be taken as either representing or reflecting, to the

slightest extent, the opinions or views of anyone connected with the *Survey*.

Some degree of editorial selection was necessarily involved in the presentation of the essential facts. A very considerable part of the information elicited by the questionnaire was unimportant or irrelevant; much of it was of uncertain significance; some of it was manifestly inaccurate. We have tried to eliminate all the irrelevant, and we have tried particularly to eliminate all that was of such doubtful significance that its presentation would be subject to misinterpretation. Inclusiveness and completeness have been sacrificed, wherever necessary, in the interest of the highest attainable degree of accuracy and reliability. We have tried, however, to omit nothing which contained anything of constructive value.

In summarizing what seemed to be the essential facts on each topic, we have tried, in general, to do three things: to present an accurate description of the most generally prevailing forms of practice, distinguishing wherever necessary between libraries of different sizes or types; to describe, likewise, the important variations from the prevailing forms; and to cite, wherever possible, some of the most interesting illustrations both of the prevailing forms and of the less usual.

With few exceptions, the statements of general practice are expressed in general terms, rather than in figures. This is because on many topics, if not on most, it was thought that exact numerical statements would have no real significance, and because there were few topics on which the available information permitted the making of numerical statements, the reliability of which would not be seriously questionable. In many cases there was reason to suspect that the same reply from different libraries did not have the same meaning, either because the question had been understood in different ways or because the replies, if amplified, would have been differ-

ent. The process of verifying statements written for the preliminary draft of the report has brought most convincing evidence that such suspicions were abundantly justified. We have therefore made frequent use of such phrases as "in many of the large libraries," "most of the smaller libraries," and "approximately two-thirds of the libraries reporting," sacrificing the appearance of mathematical precision in favor of more general statements, seemingly less scientific but in reality more trustworthy. We have endeavored to verify all statements made in the report, first by carefully checking back with the replies to the questionnaire, and then by submitting to the librarians concerned, for their approval or correction, all statements concerning which there seemed to be any possibility of misinterpretation of their replies.

The reader should remember that all statements that are made, whether in figures or in general terms, regarding the prevalence of different forms of practice, are based only on the answers to the questionnaire. On no one subject is it possible to say that a certain percentage of the libraries of the United States follow a certain form of practice. It seems, however, that the report is based on a sufficiently large number of libraries to give a representative cross-section view of the entire field, and that a larger number of replies would have increased the number of facts without materially altering the significance of the facts which are here presented.

In the citation of individual libraries we have tried to select, for illustration of different statements, as large a number of libraries as possible, representing different types or sizes, or different sections of the country. Here too, however, we have been limited by the amount of information that was given us. Our request that all questions be answered "as fully and as definitely as possible" was complied with much more literally by some than by others, and this

fact has very largely determined the selection of libraries for individual mention. All citations should be accepted merely as selective and illustrative.

It has not been possible to give as much attention as we should have liked to maintaining proper proportion in space. The amount of information which could be given on any topic was necessarily determined, to a considerable extent, by the amount of information which we were able to obtain rather than by the relative importance of the subject, and these two factors unfortunately did not always correspond.

For purposes of study and analysis of the questionnaires the public libraries and the college and university libraries were divided into four classes according to the number of volumes: Class A (more than 100,000 volumes), Class B (50,000-100,000 volumes), Class C (20,000-50,000 volumes); Class D (less than 20,000 volumes). Wherever close distinction seemed both desirable and possible libraries have been referred to in the report as the libraries of Class A, B, C, or D. In many cases the dividing lines can not be drawn closely enough to make such distinctions possible, or the point involved does not seem of sufficient importance to warrant such close differentiation. More general comparisons are therefore made in some cases between the large libraries and the small.

In referring to individual libraries the full name of the library has been given in all cases where it could not be abbreviated without danger of ambiguity. In general it has not seemed desirable to give the full names in most cases where there was no such danger. In the chapters relating to public libraries, wherever the name of a city is mentioned alone the reference is to the public library of that city. In the chapters relating to college and university libraries, wherever the name of a state is mentioned alone the reference is to the state university of that state. At the end of each

volume is a list of all the libraries which are mentioned by name in the text, giving the official name of each.

All quoted matter, unless otherwise indicated, is taken either from the reply to the questionnaire sent by the library referred to or from correspondence with the librarian of that library.

The director can not permit himself to close this introduction without a necessarily inadequate expression of his gratitude for the assistance he has received, both from all those who have been officially connected with the *Survey* and from many other librarians who have responded most helpfully to requests for information or for advice. Fortunately for the *Survey,* though unfortunately for the purpose of acknowledgment, these friends from outside are too numerous to mention by name. Miss Flora Brown, formerly of the Public Library of the District of Columbia, has served as assistant director so satisfactorily that without her our work would have lacked much of whatever merit it may possess. Valuable assistance in the study and analysis of different portions of the questionnaire has been given by the following, all of whom have served for periods of varying lengths: Miss Esther M. Fredrickson, formerly of the St. Joseph Public Library and now with the Wisconsin Free Library Commission; Mrs. Lamiza B. Lambert, formerly of the St. Louis Public Library; Miss Margaret L. Pilcher, chief assistant in the reference department of the St. Louis Public Library; and Miss Blanche Robertson, formerly of the Seattle Public Library. To all of these, it is a pleasure to make grateful acknowledgment; and, finally, to the chairman and the members of the committee for the kindly cooperation, advice, and criticism without which our work could not have been done.

C. SEYMOUR THOMPSON.

St. Louis, Mo.
June 14, 1926.

PART I

Administrative Work of Public Libraries

Chapter I

ADMINISTRATIVE ORGANIZATION: PUBLIC LIBRARIES

I. ORGANIZATION OF BOARD

The governing boards of public libraries are designated in different cities by various names, of which board of trustees and board of directors are most common. The official designation in many states is suggested, if not prescribed, by the terminology of the law which provides for the appointment and organization of the board. In this report the term board of trustees, which is in most common use, or the less official term "the library board," is employed with reference to the body, by whatever name it may be called, in which power of administration of the library is vested either by state law, by municipal charter or ordinance, or by special charter.

Some libraries have no separate library board, but are under the control of some other body. Thus, under the school district form of organization the library is operated, in some states, under the school board or board of education, as in Indianapolis and Kansas City. In Ohio, school district public libraries were formerly under the direction of the school board of the district, but under a law which was passed in 1923 direct management of a public library by a board of education is no longer legal, and a separate library board must be appointed. County libraries in California, Montana, and Texas are directly under the supervision of the governing board of the county. In some of the cities which are under the city manager form of government the library is directly under the

control of the city manager, the mayor, the council, or the commission, and there is no library board.

School board control.—The following reports are illustrative of the methods of administration and control of public libraries which are under school board direction.

In Kalamazoo the school board of the district has general supervision and control of all matters pertaining to the library. It has a library committee, which serves principally as an advisory book committee. The librarian is responsible to the school board for the administration and the activities of the library, and attends a meeting of the board once a month with a report and recommendations. In Flint there is likewise a committee of three members of the board of education, which has supervision of the library and the museum, and makes its recommendations to the board.

Indianapolis Public Library operates under the board of school commissioners and a special school statute governing Indianapolis alone, providing for a library fund as part of the school budget. The board has committees on library, on building and grounds, and on finance.

In Kansas City two members of the school board form a library committee, through which the librarian has most of his contact with the board. The committee does not assume any direct control of the library, but approves large purchases, appointments, budgets, and other important matters.

In Muskegon, where an art gallery is legally, though not administratively, a part of the public library, the board of education has a committee of three on the library and art gallery, and also a committee on buildings and grounds which sometimes considers library matters. The librarian is responsible directly to the board.

One library which is under school board control comments thus on the operation of the system. "The one drawback is the engrossment of the interests of the board mem-

bers, both individually and collectively, in school matters, and a complacent security that the library is running all right. We need a board to interpret the library to the community and the community to the library; one which will be recognized by all citizens as identified with the library, and not merely with the schools. But the present administration could never have made the progress that it has, under the city government. More freedom of action and more increase in income have come from this system."

The library and commission government.—The following reports illustrate various forms of relationship between the library and the municipal administration in cities which have the city manager form of government.

In Berkeley the status of the library was somewhat strengthened, but otherwise unchanged, when the city manager form was adopted in 1923. The librarian is responsible to a board of five trustees, who are appointed by the city council. Janesville, Wis., has a library board of ten members, appointed by the city council. The city manager is president of the board. Knoxville has a board of nine members, appointed by the city council. Pasadena has a board of five, appointed by the city directors, with the chairman of the city directors a member *ex officio*. In Sacramento and in Stockton the library and the librarian are directly under the supervision and control of the city manager, and there is no library board; in Long Beach there is an advisory book committee, but no board.

In Duluth, under commission government, the library is directly under the mayor, who is commissioner of public affairs. In St. Paul the library is a bureau of the department of education, under the commissioner of education, coordinate with the bureau of schools. There is a library advisory board, with powers of inspection and recommendation only. It consists of one citizen from each of the twelve

wards, appointed by the commissioner of education; the superintendent of schools; the principals of the four high schools; and one teacher, elected by the whole body of teachers. A "citizens' library committee" is reported also by Indianapolis, which is under the control of the district school board; the members are appointed annually by the president of the school board, and have advisory duties only.

Comments on the city manager form of government, as it affects the library, are as follows: "The city manager appointed a better type of trustee during the short time this form of government was in effect." "The city manager form here gives the librarian an unusual degree of independence, which works very satisfactorily from both the administrative and the financial standpoint. I can conceive of conditions when the support and interest of a library board would be desirable." "From the standpoint of the city as a whole this centralization no doubt has definite advantages; from the standpoint of a relatively small, highly specialized department such as the library there are definite disadvantages which we have not yet overcome."

Self-perpetuating boards.—The self-perpetuating board is usually found only in libraries which have been established under special legislation, or libraries which were formerly owned by private individuals, corporations, or associations, and were transferred to the ownership and control of the city, sometimes with an explicit agreement that the board should retain the privilege of filling vacancies in its membership. Among the larger libraries which have self-perpetuating boards are the New York Public Library, the Library Association of Portland, Ore., San Francisco Public Library, and (subject to the approval of new appointments by the city council, which has veto power only) Bridgeport Public Library. In Wilmington, Del., there are ten self-perpetuating members and eight *ex officio* members. In

New Orleans there is a self-perpetuating board of eight, plus each retiring mayor as a life member. Some indication of the prevalence of the self-perpetuating board, in the library field as a whole, is seen in the fact that approximately one-fifth of all the libraries reporting of more than 20,000 volumes, have boards which are wholly or partly self-perpetuating. Among the smaller libraries few are reported.

The Colorado law provides that the first members of a public library board shall be appointed by the mayor, and that thereafter vacancies, arising from expiration of terms or from other causes, shall be filled by the remaining members of the board.

Usual methods of appointment of board members.— The boards of trustees of municipal libraries, except where special provisions are made by law or by charter, are usually chosen in one of three ways: the members may be appointed, either by the mayor or other chief executive of the city or town, by the city council, or by other bodies or officials who may be designated by law; they may be chosen by vote of the people at a general or special election; or, as indicated above, the board may be a self-perpetuating body. The laws of seven states (Alabama, Arkansas, Maine, Mississippi, New Mexico, Texas, and Wyoming) contain no provision for the appointment of a board in municipal libraries. Among the remaining states, an appointive board is provided for in thirty-two; a self-perpetuating board in one; a board elected by the people in four (Delaware, Massachusetts, New Hampshire, and Vermont); and in four (California, Connecticut, Illinois, and Washington) election is provided for some municipalities and appointment for others.

Further information concerning methods of appointment or election of board members is given in an appendix to volume two, which treats of legislation governing the establishment, maintenance, and administration of public libraries.

Frequency of meetings.—In approximately 80 per cent. of all the libraries reporting, regular meetings of the board are held once a month (with the exception, frequently, of one or two summer months), and in several of the larger libraries they are held twice a month. A tendency toward less frequent meetings is much more noticeable among the small libraries than among the larger.

Among the libraries which report meetings twice a month are Chicago, Cincinnati, Detroit, Indianapolis, Kansas City, Los Angeles, Oakland, Salt Lake City, and Terre Haute. Several of these state that special meetings also are occasionally held.

Among the libraries where meetings are held quarterly are the Enoch Pratt Free Library and the John Crerar Library; Bangor, Me., New Rochelle, N. Y., the Reynolds Library in Rochester, and Westerly, R. I. One regular meeting a year is reported by the Silas Bronson Library in Waterbury, Conn., by Danbury, Conn., Derby, Conn., and Woodstock, Vt. In Waterbury the board consists of twelve members, eight of whom are required for a quorum. In Danbury an executive committee of three determines questions of policy, and a book committee of three signs invoices.

The Grand Rapids Public Library, where regular meetings are held once a month by the board of five members, reports that in twenty-one years no meeting has ever failed from lack of a quorum.

Committee organization.—No relation is apparent between the frequency or infrequency of board meetings and the number of committees. Among the libraries where the board meets once a year, Waterbury has one committee, an auditing committee which has one meeting a year. Danbury and Derby have two committees, and Woodstock has none except the two trustees of the endowment fund. Among the libraries where the board meets twice a month, Terre Haute

has no committees, Kansas City has one, Oakland and Salt Lake City, five, and Los Angeles, nine. The number of committees is apparently independent also of the number of members on the board.

More than half of the libraries reporting have either three, four, or five committees. Among the others there are wide variations, both above and below these averages. For example, in Berkeley, Flint, and Riverside, there is only one committee; Brookline, Buffalo, and Pomona, have two. Six committees are reported by Brooklyn, Evanston, New York, St. Joseph, St. Louis, Seattle, and Toledo; seven by Brockton; eight by San Francisco; and nine by Los Angeles and Washington. A rather intricate organization is reported also by many of the smaller libraries. One library of 40,000 volumes, with a board of seven members, has six committees: on books and magazines; finance and business management; employes; buildings and supplies; library extension; gifts and endowments. Another, of 25,000 volumes, with a board of twelve members, has eight committees: on books and magazines; children's room; publicity; extension; schools; grounds; building; supplies. Another, of 40,000 volumes, with a board of six, reports the following committees: one to buy fiction, one to buy non-fiction, one on care of the building, one on the children's room, one on renewal of magazines, one on coal, and one for each branch. On the other hand, nearly one-fourth of the smaller libraries and several of the larger, have no standing committees at all.

Individuality seems to govern also the names and the functions attached to committees in different libraries. Although the average number of committees for one library is three or four, fifty-two libraries in Class A (more than 100,000 volumes) report committees of twenty-seven different names (not including separately committees whose functions are evidently the same, though the names differ slight-

ly), and fifty-eight libraries in Class B (50,000-100,000 volumes) contribute eight more varieties. Differences in nomenclature make it difficult to relate the committee organization of one library to that of another. For example, "administration" committees sometimes apparently correspond to the "executive" committees of others, and sometimes the same library has committees of both names; a finance committee may consider all matters relating to finances, or it may share these matters with a committee on auditing, on budget, or on ways and means.

Most popular among the numerous branches of the committee family are those concerned with finances; with the administration of the library (administration, executive, library, rules, etc.); with the purchase of books; and with the care of building and grounds. Among other committees, with fewer representatives, are committees on donations, on education, on public schools, on municipal relations, on community, on public service, on complaints, on welfare, and on social amenities.

Among the libraries where the board acts as a committee of the whole, with no standing committees but with special committees appointed when need for committee action arises, are Gary, the Grosvenor Library, San Diego, and Tacoma, in Class A, and Pasadena, Saginaw, Sioux City, Terre Haute, and Westerly, in Class B.

II. EXECUTIVE DEPARTMENTS AND DIVISIONS

No satisfactory report can be presented, on the basis of the information at hand, concerning the departmental organization of the staff in public libraries. In the report on the organization of college and university libraries (pages 195-96) a department is defined as a distinct unit in the administration of the library and the performance of its work, with its own

chief, who is directly responsible to the chief librarian, and usually also with a separate departmental staff, responsible to the head of the department. A division is defined as a distinct unit in the organization of a department, in charge of some definite part of the department's work; usually with its own chief, who is immediately responsible to and under the direction of the head of the department, and often with a separate divisional staff of one or more assistants. Because of the greater ramifications of the work of public libraries, these definitions can be used to gauge the answers to the questionnaire from public libraries with even less certainty than with the college and university replies. The most usual departments are so well known that they need no mention; the less usual show so many variations of nomenclature and of functions, and so many combinations, that we can do no better than to present the outline of departmental organization reported by several libraries, by way of illustration.

Berkeley, Calif.: Administrative department (including order work); catalog department (including binding and repair); readers' department (including reference, circulation, periodicals, documents, and schools); branch department; children's department (including picture collection).

Birmingham, Ala.: Reference; circulation; children's and schools; catalog and order.

Denver, Col.: Circulation; reference; order; catalog; training class; branches; extension; schools; children's.

Grand Rapids, Mich.: Reference; order; catalog; circulation; children's; branches.

Indianapolis, Ind.: Office; branches; order; cataloging; binding; stations; children's (including school libraries division); circulation; reference; technical; reading room (including periodical division); art and music; reader's adviser or out-of-school division.

Louisville, Ky.: Order; catalog; circulation; reference; children's; stations; colored.

New Haven, Conn.: Loan; reference; business and industrial; art; children's; high school reference; teachers'; catalog; order and accession.

Oakland, Calif.: Executive (includes accounting and order); circulation and registration; reference and document; catalog (does not catalog for branches); children's (includes pictures); magazine and music; bookmending; branch department (does book buying and cataloging for branches).

Omaha, Neb.: Lending; reference; children's; extension; book order; catalog.

Seattle, Wash.: Order; catalog; circulation (includes foreign division); children's (includes schools division); reference (includes general reference, art and technology, and periodical divisions); branch (includes stations); mechanical; bindery.

Wilmington, Del.: Cataloging; circulation; reference; juvenile.

It must be remembered that there is no indication as to how nearly any of these reports conform with the definitions stated above. It is probable that many of the departments are merely recognitions of various parts of the library's work as more or less distinct from other parts, and do not represent distinct departmental organization of the staff. Perhaps enough reports have been cited to explain the absence of any generalizations concerning the principles of departmental organization.

Chapter II

STATISTICS OF EXPENDITURES AND USE: PUBLIC LIBRARIES

Every librarian knows the difficulties, arising from differences in local conditions, in methods of administration, or in statistical methods, of making accurate statistical comparisons between individual libraries. Some of these differences were discussed at the conference of librarians of large public libraries, in Chicago, January 1-2, 1925. (See the mimeographed *Proceedings* of that conference.) In many cases, full knowledge of local conditions and methods would merely explain the reason why certain figures are higher or lower in one library than in another, without altering the fact that they are higher or lower; in other cases such knowledge would show that if the two libraries were put on exactly the same basis of comparison in all respects (assuming that this could be done), the apparent differences would become very much less or would disappear. Uniform statistics, for purposes of accurate comparison, seem to be still an unattained goal.

In compiling the statistics which are given in this chapter, every possible effort has been made to ensure their absolute accuracy, and all the figures have been verified in correspondence with the libraries mentioned. We have endeavored also to co-ordinate the reports from all libraries, in order that all might be presented, so far as possible, on the same basis. The tables, however, are not presented for purposes of "rating" or comparison, and they should not be used for such purposes without more detailed knowledge of the circumstances in each case than it is possible to present in this

report. The figures that are given in each table merely represent certain facts concerning the libraries mentioned, in one particular year, and may be taken as representative of what certain libraries are doing. For comparisons of "efficiency" they would be utterly unreliable. For computation of "averages" they would involve an uncertain, but unquestionably very large, percentage of error.

EXPLANATION OF TABLES

Most of the reports are for a fiscal year 1923-24 or for the calendar year 1924. So far as possible, in all tables in which population is involved as one factor, the computations for each library are based on the population in the year that is represented in the statistics of expenditure and use, taking the United States Census Bureau's estimates of population "as of July 1" of the year most closely corresponding to the year of the report. This could not be done for any of the libraries in Class D, and for a few of the libraries in Class C, because the annual estimates of the Census Bureau do not include cities or towns of less than 8,000 inhabitants. It did not seem desirable to accept local estimates of population. For all of the libraries in Class D, therefore, the Census figures of 1920 were used; for a few larger libraries for which population figures and statistics of different years had to be taken, the years represented are stated in a footnote. A few cities were omitted from tables in which population was a factor, because the changes in population had been so great that the Census Bureau made no estimates for them.

The requests for verification of figures brought many explanatory comments, touching on a great variety of circumstances and conditions: the number of non-reading negroes who swell the population, increase the per capita expense and lower the per capita circulation; the number of suburban

non-residents who are served by the library; the number of branches maintained in expensive buildings *versus* the number some other cities maintain in school buildings at lower cost; the fact that books are lent for four weeks without renewal, whereas other libraries lend for two weeks, and count renewals in the circulation; the fact that much of the income is spent on lecture courses or museums or community-center activities, or on something else other than books—all these considerations, and many others, might help to explain some of the statistics of different libraries. In general, however, it has not seemed feasible to attempt to explain why the figures of individual libraries are not either higher or lower. Certain libraries have been omitted altogether from the tables because of elements which made it seem impossible to find a common basis for even a general comparison with others. A very few explanatory comments are given in footnotes to the tables. Beyond this, the figures are left to speak for themselves. If not misinterpreted, they undoubtedly will speak with all the veracity which is commonly imputed to figures.

The statistics are given separately for the libraries in each of four classes, grouped according to the number of volumes:

Class A (more than 100,000 volumes)
Class B (50,000-100,000 volumes)
Class C (20,000-50,000 volumes)
Class D (less than 20,000 volumes)

The following nine tables are given for each group:

Table 1: *Per capita expenditures.*

All expenditures reported as "extraordinary expenses," for sites, new buildings, expensive building alterations, or other unusual and large expenses, have been deducted from the grand total expenditures.

Table 2: *Per capita circulation.*

Table 3: *Expenditures per volume circulated.*

"The cost of circulation" is usually one of the first items asked for by library trustees, by appropriating bodies, by interested citizens,—and by librarians. In attempting to compute this cost individual librarians, with more or less accuracy, may deduct from their total expenditures certain estimated amounts for maintenance of the reference and other non-circulating departments, "permanent investments" in book-stock, and overhead expense. However accurately such computations may be made for any one library (and the degree of accuracy is always questionable), no basis has been discovered on which such deductions can be uniformly made as a basis for comparison of one library with others. The usual method, therefore, is to divide the number of dollars spent by the number of books circulated, and to proclaim the result as the cost of circulation, ignoring the fact that a considerable part of a library's total expenditure can not properly be charged to the distribution of books for home use.

The following figures, therefore, do not represent the "cost of circulation." They have been compiled, and are included here, merely as some indication of the relation between total expenditures and total circulation.

Table 4: *Percentage of total expenditures spent for salaries.*

The expenditures for salaries include only the professional staff, clerical force, and pages. Janitors, cleaners, etc., are not included.

Table 5: *Percentage of total expenditures spent for books, periodicals and binding.*

Table 6: *Percentage of total expenditures spent for general maintenance.*

Under "general maintenance" are included, not only "building maintenance," but all expenses other than for salaries and for books, periodicals and binding.

Table 7: *Percentage of fiction in the total circulation.*

This includes both adult and juvenile, combined. Too few reports gave the figures separately to make separate tables possible.

Table 8: *Percentage of population registered as borrowers.*

Table 9: *Circulation per registered borrower.*

These two tables give figures separately for different groups, arranged according to the length of the registration period.

CLASS A (more than 100,000 volumes)

TABLE 1: PER CAPITA EXPENDITURES

Highest Ten (among 38 libraries):	
Brookline, Mass.	$1.51
Cleveland, O.	1.33
Newton, Mass.	1.30
Berkeley, Calif.	1.04
Boston, Mass.	.99
Dayton, O.	.95
Grand Rapids, Mich.	.94
San Diego, Calif.	.87
Indianapolis, Ind.	.84
Utica, N. Y.	.83
Lowest Ten:	
New Orleans, La.	$ .20
Nashville, Tenn.	.27
Baltimore, Md.	.335
Washington, D. C.	.336
Brooklyn, N. Y.	.34
Birmingham, Ala.[1]	.36
Omaha, Neb.	.43
Memphis, Tenn.	.45
Buffalo, N. Y.	.464
San Francisco, Calif.	.467

TABLE 2: PER CAPITA CIRCULATION

Highest Ten (among 41 libraries):	
San Diego, Calif.	10.3
Newton, Mass.	9.3
Berkeley, Calif.	9.2
Brookline, Mass.	7.7

[1] Birmingham figures represent conditions before the fire which destroyed the library.

Cleveland, O.	6.5
Grand Rapids, Mich.	5.3
Tacoma, Wash.	5.2
Des Moines, Ia.	5.0
Denver, Colo.[2]	4.9
Utica, New York	4.8
Lowest Ten:	
Baltimore, Md.	1.1
New Orleans, La.	1.4
Nashville, Tenn.	1.5
Washington, D. C.	2.3
Brooklyn, N. Y.	2.81
Detroit, Mich.[3]	2.85
St. Louis, Mo.	2.90
New York City, N. Y.	2.92
Birmingham, Ala.	3.10
Omaha, Neb.	3.15

TABLE 3: EXPENDITURES PER VOLUME CIRCULATED

Highest Ten (among 41 libraries):	
Dayton, O.	$ .29
Baltimore, Md.	.28
Detroit, Mich.[4]	.27
Boston, Mass.	.26
Cleveland, O.	.20
Brookline, Mass.	.195
Indianapolis, Ind.	.191
Grand Rapids, Mich.	.177
Nashville, Tenn.	.174
St. Louis, Mo.	.171
Lowest Ten:	
San Diego, Calif.	$ .08
Tacoma, Wash.	.09
Peoria, Ill.	.104
Salt Lake City, Utah	.107
Berkeley, Calif.	.112
Sacramento, Calif.	.113
Birmingham, Ala.	.118
Buffalo, N. Y.	.119
Denver, Colo.	.121
Brooklyn, N. Y.	.122

TABLE 4: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR SALARIES

Highest Ten (among 34 libraries):	
Washington, D. C.	64.7 %

[2] Report covers 1924, estimated population for July, 1925.
[3] Figures for fiscal year of 1923-24, estimated population for July, 1925.
[4] Figures for fiscal year 1923-24, estimated population for July, 1925.

Utica, N. Y.	63.7
Dayton, O.	62.3
Grand Rapids, Mich.	61.1
Seattle, Wash.	60.7
Sacramento, Calif.	58.98
Brookline, Mass.	58.95
St. Paul, Minn.	58.7
Indianapolis, Ind.	58.5
Brooklyn, N. Y.	57.7
Lowest Ten:	
Forbes Library, Northampton, Mass.	44.1 %
Detroit, Mich.	44.7
Pittsburgh, Pa.	45.0
Gary, Ind.	45.3
Memphis, Tenn.	46.0
Bridgeport, Conn.	46.4
Des Moines, Ia.	46.9
Jersey City, N. J.	48.73
Newton, Mass.	48.78
Cincinnati, O.	49.9

TABLE 5: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 38 libraries):	
Des Moines, Ia.	33.5 %
San Francisco, Calif.	32.7
Bridgeport, Conn.	32.3
Birmingham, Ala.	30.9
Forbes Library, Northampton, Mass.	30.1
Gary, Ind.	28.8
Evansville, Ind.	28.66
New Orleans, La.	28.62
Salt Lake City, Utah	28.4
New Haven, Conn.	28.1
Lowest Ten:	
Detroit, Mich.	14.8 %
St. Paul, Minn.	15.5
Queens Borough, N. Y.	15.8
Utica, N. Y.	16.7
Seattle, Wash.	17.3
Louisville, Ky.	17.42
Brookline, Mass.	17.45
Baltimore, Md.	17.46
Washington, D. C.	18.0
Dayton, O.	18.8

TABLE 6: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR GENERAL MAINTENANCE

Highest Ten (among 32 libraries):	
Detroit, Mich.	40.4 %
Jersey City, N. J.	29.6
Queens Borough, N. Y.	28.8
Memphis, Tenn.	28.5
Baltimore, Md.	28.4
Cincinnati, O.	26.7
Louisville, Ky.	26.6
Worcester, Mass.	26.3
Gary, Ind.	25.8
St. Paul, Minn.	25.7
Lowest Ten:	
Evansville, Ind.	14.5 %
Sacramento, Calif.	15.0
Birmingham, Ala.	16.64
Grand Rapids, Mich.	16.65
Washington, D. C.	17.12
San Diego, Calif.	17.14
Berkeley, Calif.	18.5
Salt Lake City, Utah	18.6
Dayton, O.	18.8
Utica, N. Y.	19.5

TABLE 7: PERCENTAGE OF FICTION IN THE TOTAL CIRCULATION

Highest Ten (among 36 libraries):	
Omaha, Neb.	78 %
Sacramento, Calif.	75
New Orleans, La.	74
Queens Borough, N. Y.	73.7
Peoria, Ill.	73.6
Baltimore, Md.	72
Brooklyn, N. Y.	71
Des Moines, Ia.	69.6
New Haven, Conn.[5]	69.1
Somerville, Mass.	68
Lowest Ten:	
Dayton, O.	48 %
Salt Lake City, Utah	49.4
Cleveland, O.	49.7
Detroit, Mich.	53
Washington, D. C.	54.5

[5] Does not include grade school circulation.

St. Louis, Mo.	54.7
Indianapolis, Ind.	56.0
Buffalo, N. Y.	56.7
Pittsburgh, Pa.	57
New York City, N. Y.	58

TABLE 8: PERCENTAGE OF POPULATION REGISTERED AS BORROWERS

TWO-YEAR REGISTRATION PERIOD

Highest (among 6 libraries):	
Berkeley, Calif.	43.7 %
Lowest:	
Boston, Mass.	14.5 %

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 21 libraries):	
Newton, Mass.	34.5 %
Sacramento, Calif.	33.3
Buffalo, N. Y.	31.9
Lowest Three:	
New Orleans, La.	7.6 %
Baltimore, Md.	7.9
Washington, D. C.	12.2

FOUR-YEAR REGISTRATION PERIOD

Highest (among 7 libraries):	
Forbes Library, Northampton, Mass.[6]	44.2 %
Lowest:	
Grand Rapids, Mich.	23.9 %

FIVE-YEAR REGISTRATION PERIOD

Highest (among 6 libraries):	
San Diego, Calif.	51.3 %
Lowest:	
Nashville, Tenn.	20.4 %

TABLE 9: CIRCULATION PER REGISTERED BORROWER

TWO-YEAR REGISTRATION PERIOD

Highest (among 6 libraries):	
Somerville, Mass.	27.6
Lowest:	
Pratt Institute Free Library, Brooklyn, N. Y.	3.2

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 21 libraries):	
Peoria, Ill.	28.4
Newton, Mass.	27.2
Cleveland, O.	26.0

[6] Report covers 1923-24, estimated population for July, 1925.

Lowest Three:	
Buffalo, N. Y.	12.2
Sacramento, Calif.	14.4
Baltimore, Md.	14.9

FOUR-YEAR REGISTRATION PERIOD

Highest (among 7 libraries):	
Grand Rapids, Mich.	22.1
Lowest:	
Forbes Library, Northampton, Mass.[7]	12.2

FIVE-YEAR REGISTRATION PERIOD

Highest (among 6 libraries):	
San Diego, Calif.	20.0
Lowest:	
Nashville, Tenn.	7.8

CLASS B (50,000 to 100,000 volumes)

TABLE 1: PER CAPITA EXPENDITURES

Highest Ten (among 35 libraries):	
Pomona, Calif.[8]	$1.52
Pasadena, Calif.[9]	1.50
Long Beach, Calif.	1.16
East Orange, N. J.	1.02
Madison, Wis.	.97
New Rochelle, N. Y.	.89
Kenosha, Wis.	.85
Kalamazoo, Mich.	.84
Davenport, Ia.[10]	.83
Mt. Vernon, N. Y.	.82
Lowest Ten:	
Dallas, Tex.	$ .16
San Antonio, Tex.	.17
Scranton, Pa.	.23
Troy, N. Y.[11]	.26
Jacksonville, Fla.	.32
Binghamton, N. Y.	.37
Knoxville, Tenn.	.39
Yonkers, N. Y.	.40
Albany, N. Y.[12]	.49
Brockton, Mass.	.53

[7] Report covers 1923-24, estimated population for July, 1925.
[8] Report covers 1923-24, estimated population for July, 1925.
[9] Local estimate of population makes this $1.22.
[10] Local estimate of population makes this $.90.
[11] Report covers 1924, estimated population for July, 1925.
[12] Reorganization completed during this year.

TABLE 2: PER CAPITA CIRCULATION

Highest Ten (among 34 libraries):	
Pasadena, Calif.	13.6
Pomona, Calif.[13]	12.6
Long Beach, Calif.	9.5
Davenport, Ia.	7.603
Mt. Vernon, N. Y.	7.602
Madison, Wis.	7.1
Galesburg, Ill.	6.9
Terre Haute, Ind.	6.8
Kenosha, Wis.	6.42
Watertown, Mass.[14]	6.41
Lowest Ten:	
San Antonio, Tex.	1.1
Scranton, Pa.	1.3
Dallas, Tex.	1.6
Troy, N. Y.[15]	1.7
Fitchburg, Mass.	2.3
Knoxville, Tenn.	2.7
Albany, N. Y.	2.82
Jacksonville, Fla.	2.83
Binghamton, N. Y.	3.2
Yonkers, N. Y.	3.3

TABLE 3: EXPENDITURES PER VOLUME CIRCULATED

Highest Ten (among 36 libraries):	
Salem, Mass.	$ .19
East Orange, N. J.	.18
Albany, N. Y.	.1766
Scranton, Pa.	.1760
New Britain, Conn.	.1683
New Rochelle, N. Y.	.1680
Poughkeepsie, N. Y.	.160
San Antonio, Tex.	.158
Troy, N. Y.	.156
Flint, Mich.	.155
Lowest Ten:	
Cedar Rapids, Ia.	$ .094
Joliet, Ill.	.096
Dallas, Tex.	.101
Terre Haute, Ind.	.102
Galesburg, Ill.	.105
Springfield, Ill.	.106
Mt. Vernon, N. Y.	.109

[13] Report covers 1923-24, estimated population for July, 1925.
[14] Report covers 1924, estimated population for July, 1925.
[15] Report covers 1924, estimated population for July, 1925.

Pasadena, Calif.	.110
Davenport, Ia.	.111
Jacksonville, Fla.	.113

TABLE 4: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR SALARIES

Highest Ten (among 44 libraries):	
Terre Haute, Ind.	62.9 %
Kalamazoo, Mich.	60.8
Pomona, Calif.	60.7
Pasadena, Calif.	60.3
Rockford, Ill.	57.6
Jacksonville, Fla.	55.9
Joliet, Ill.	54.2
Superior, Wis.	52.8
Sioux City, Ia.	52.5
Chattanooga, Tenn.	52.2
Lowest Ten:	
Muncie, Ind.	33.3 %
Flint, Mich.	38.8
San Antonio, Tex.	41.2
Yonkers, N. Y.	41.5
Richmond, Ind.	41.6
Scranton, Pa.	41.9
Green Bay, Wis.	42.3
Poughkeepsie, N. Y.	42.4
Davenport, Ia.	43.6
Dallas, Tex.	44.0

TABLE 5: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 42 libraries):	
Flint, Mich.	46.4 %
Muncie, Ind.	39.4
Dallas, Tex.	35.8
San Antonio, Tex.	34.9
Racine, Wis.	34.7
Yonkers, N. Y.	33.2
Richmond, Ind.	32.4
St. Joseph, Mo.	31.9
Davenport, Ia.	31.8
Jacksonville, Fla.	31.6
Lowest Ten:	
Galveston, Tex.	14.0 %
Terre Haute, Ind.	17.5
Scranton, Pa.	17.8
Joliet, Ill.	19.2

Poughkeepsie, N. Y.	20.5
Kalamazoo, Mich.	20.6
Salem, Mass.	21.4
Sioux City, Ia.	21.6
Watertown, Mass.	21.8
Springfield, Ill.	22.1

TABLE 6: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR GENERAL MAINTENANCE

Highest Ten (among 41 libraries):	
Scranton, Pa.	40.1 %
Poughkeepsie, N. Y.	37.0
Galveston, Tex.	34.1
Green Bay, Wis.	30.9
New Rochelle, N. Y.	28.3
Galesburg, Ill.	28.07
Salem, Mass.	28.02
Muncie, Ind.	27.2
Kenosha, Wis.	27.0
Watertown, Mass.	26.5
Lowest Ten:	
Jacksonville, Fla.	12.3 %
Pasadena, Calif.	14.2
Pomona, Calif.	14.5
Flint, Mich.	14.6
Kalamazoo, Mich.	18.4
Racine, Wis.	18.6
Terre Haute, Ind.	19.4
Binghamton, N. Y.	19.7
Houston, Tex.	20.0
Knoxville, Tenn.	20.1

TABLE 7: PERCENTAGE OF FICTION IN THE TOTAL CIRCULATION

Highest Ten (among 34 libraries):	
Joliet, Ill.	83 %
Albany, N. Y.	79
New Rochelle, N. Y.	73.7
Yonkers, N. Y.	73.5
Troy, N. Y.	70.9
Decatur, Ill.	70.8
Binghamton, N. Y.	70.4
Fitchburg, Mass.	70.1
Springfield, Ill.[16]	68
Sioux City, Ia.	67

[16] Excluding stations and schools.

Lowest Ten:		
New Britain, Conn.	51	%
Madison, Wis.	53	
Terre Haute, Ind.	54	
Flint, Mich.	57	
Kalamazoo, Mich.	59	
Pasadena, Calif.	60.1	
San Antonio, Tex.[17]	60.2	
Evanston, Ill.	61.3	
Poughkeepsie, N. Y.	61.4	
Dallas, Tex.	61.5	

TABLE 8: PERCENTAGE OF POPULATION REGISTERED AS BORROWERS

TWO-YEAR REGISTRATION PERIOD

Highest (among 3 libraries):		
Terre Haute, Ind.	49.7	%
Lowest:		
Scranton, Pa.	11.3	%

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 20 libraries):		
Pomona, Calif.[18]	65.3	%
East Orange, N. J.	59.3	
Yonkers, N. Y.	39.2	
Lowest Three:		
San Antonio, Tex.	12.2	%
Fitchburg, Mass.	15.3	
Brockton, Mass.	17.2	

FOUR-YEAR REGISTRATION PERIOD

Highest (among 8 libraries):		
Pasadena, Calif.	70.7	%
Lowest:		
New Britain, Conn.	22.1	%

FIVE-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):		
New Rochelle, N. Y.	42.0	%
Lowest:		
Dallas, Tex.	31.0	%

TABLE 9: CIRCULATION PER REGISTERED BORROWER

TWO-YEAR REGISTRATION PERIOD

Highest (among 3 libraries):	
Long Beach, Calif.	20.1

[17] Excluding stations.
[18] Report covers 1923-24, estimated population for July, 1925.

Lowest:	
Scranton, Pa.	12.0

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 20 libraries):	
Watertown, Mass.[19]	24.5
Beverly, Mass.[19]	23.188
Brockton, Mass.	23.185
Lowest Three:	
Yonkers, N. Y.	8.5
San Antonio, Tex.	9.2
Troy, N. Y.[19]	9.3

FOUR-YEAR REGISTRATION PERIOD

Highest (among 8 libraries):	
Davenport, Ia.	26.1
Lowest:	
Sioux City, Ia.	13.2

FIVE-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):	
Kenosha, Wis.	16.8
Lowest:	
Dallas, Tex.	5.1

CLASS C (20,000 to 50,000 volumes)

TABLE 1: PER CAPITA EXPENDITURES

Highest Ten (among 92 libraries):	
Virginia, Minn.[20]	$2.22
Cleveland Heights, O.	1.33
Wakefield, Mass.[20]	1.25
Marquette, Mich.[20]	1.24
East Cleveland, O.	1.19
Richmond, Calif.[20]	1.18
Winona, Minn.[20]	1.07
Lakewood, O.	1.0133
Mason City, Ia.[20]	1.0131
Montclair, N. J.	.90
Lowest Ten:	
Springfield, O.	$ .15
Little Rock, Ark.	.203
Milford, Mass.[20]	.205
Lexington, Ky.	.224
Pueblo, Colo.	.226

[19] Report covers 1924, estimated population for July, 1925.
[20] Report covers 1923-24 or 1924 and population estimate for July, 1925.

Bethlehem, Pa.	.227
Lewiston, Me.	.26
Ogden, Utah	.27
East St. Louis, Ill.	.280
Tampa, Fla.	.283

TABLE 2: PER CAPITA CIRCULATION

Highest Ten (among 87 libraries):	
Richmond, Calif.[20]	10.1
Keokuk, Ia.[20]	9.4
Virginia, Minn.[20]	8.5
Montclair, N. J.	7.5
Wakefield, Mass.[20]	7.3
Winona, Minn.[20]	6.99
Derby, Conn.	6.964
Mason City, Ia.[20]	6.960
La Crosse, Wis.[20]	6.8
San Bernardino, Calif.[20]	6.6
Lowest Ten:	
Lexington, Ky.	1.1
Springfield, O.	1.2
East St. Louis, Ill.	1.8
Little Rock, Ark.	2.0
Lewiston, Me.	2.3
Tulsa, Okla.	2.4
Warren, O.	2.5
Auburn, N. Y.	2.65
Bethlehem, Pa.	2.66
Highland Park, Mich.	2.7

TABLE 3: EXPENDITURES PER VOLUME CIRCULATED

Highest Ten (among 88 libraries):	
Cleveland Heights, O.	$ .27
Virginia, Minn.	.26
Marquette, Mich.	.19
Lexington, Ky.	.187
Tulsa, Okla.	.185
East Cleveland, O.	.185
Wakefield, Mass.	.17
Lakewood, O.	.16
Savannah, Ga.	.157
New Brunswick, N. J.	.155
Lowest Ten:	
Keokuk, Ia.	$ .055
Milford, Mass.	.057
Kokomo, Ind.	.06

Sedalia, Mo.	.071
Wausau, Wis.	.072
Pottsville, Pa.	.076
Ogden, Utah	.080
Wichita, Kan.	.081
Ansonia, Conn.	.083
Everett, Wash.	.084

Table 4: Percentage of Total Expenditures Spent for Salaries

Highest Ten (among 126 libraries):	
Massillon, O.	68.0 %
Lakewood, O.	60.8
Batavia, N. Y.	60.6
Council Bluffs, Ia.	60.0
Waterloo, Ia.	59.2
East Cleveland, O.	58.4
Savannah, Ga.	58.1
Glens Falls, N. Y.	57.0
Oklahoma City, Okla.	55.3
Belmont, Mass.	53.8
Lowest Ten:	
Virginia, Minn.	26.2 %
New Harmony, Ind.	29.4
Weymouth, Mass.	30.8
Winona, Minn.	32.7
Danvers, Mass.	34.5
Canton, Mass.	34.6
Danbury, Conn.	35.2
Urbana, Ill.	35.7
Champaign, Ill.	36.10
Biddeford, Me.	36.15

Table 5: Percentage of Total Expenditures Spent for Books, Periodicals and Binding

Highest Ten (among 129 libraries):	
Santa Rosa, Calif.	38.6 %
Brattleboro, Vt.	36.9
Champaign, Ill.	36.6
Danville, Ill.	36.1
Iowa City, Ia.	35.85
Bellingham, Wash.	35.84
Greensboro, N. C.	35.4
Gardner, Mass.	34.2
Milford, Mass.	33.7
Belleville, Ill.	33.6

Lowest Ten:	
Methuen, Mass.	12.9 %
Jamestown, N. Y.	14.14
Urbana, Ill.	14.19
East Cleveland, O.	14.81
Laconia, N. H.	14.86
Derby, Conn.	15.0
Massillon, O.	15.2
Waterloo, Ia.	15.5
Winona, Minn.	16.5
Glens Falls, N. Y.	16.7

TABLE 6: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR GENERAL MAINTENANCE

Highest Ten (among 126 libraries):	
Virginia, Minn.	52.4 %
New Harmony, Ind.	50.9
Winona, Minn.	50.7
Urbana, Ill.	50.0
Danbury, Conn.	46.3
Canton, Mass.	44.5
Dixon, Ill.	42.6
Hibbing, Minn.	42.4
Boone, Ia.	42.2
Danvers, Mass.	39.8
Lowest Ten:	
Oklahoma City, Okla.	13.2 %
Savannah, Ga.	16.2
Greensboro, N. C.	16.3
Massillon, O.	16.6
Highland Park, Mich.[21]	17.1
Muskogee, Okla.	18.9
Council Bluffs, Ia.	19.1
Rutland, Vt.	19.3
Lakewood, O.	20.3
Santa Rosa, Calif.	20.7

TABLE 7: PERCENTAGE OF FICTION IN THE TOTAL CIRCULATION

Highest Ten (among 77 libraries):	
Milford, Mass.	93 %
Urbana, Ill.	89.2
Lewiston, Me.	89.1
Danville, Ill.	87
Vallejo, Calif.	83.8
Bay City, Mich.	83.2
Boone, Ia.	79

[21] Grounds cared for by city and light secured at special rate.

Lexington, Ky.	78.4	
Bloomfield, N. J.	78.2	
Winchester, Mass.	77	
Lowest Ten:		
Kokomo, Ind.	50	%
Lincoln, Ill.	51	
Tulsa, Okla.	52	
Jacksonville, Ill.	54	
Iowa City, Ia.	56	
Mason City, Ia.	57	
Great Falls, Mont.	59.0	
Virginia, Minn.	59.9	
Winona, Minn.	60	
Ogden, Utah.	61	

TABLE 8: PERCENTAGE OF POPULATION REGISTERED AS BORROWERS

TWO-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):		
Santa Monica, Calif.[22]	32.9	%
Lowest:		
Springfield, Ohio	13.5	%

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 38 libraries):		
Janesville, Wis.[23]	55.7	%
Bradford, Pa.[23]	55.0	
Billings, Mont.[23]	44.9	
Lowest Three:		
Methuen, Mass.[23]	12.0	%
Williamsport, Pa.	14.2	
Danvers, Mass.	18.5	

FOUR-YEAR REGISTRATION PERIOD

Highest (among 17 libraries):		
Wausau, Wis.[23]	60.3	%
Lowest:		
Lexington, Ky.	15.8	%

FIVE-YEAR REGISTRATION PERIOD

Highest (among 11 libraries):		
Sioux Falls, S. D.[23]	55.5	%
Lowest:		
Cleveland Heights, O.	22.3	%

[22] Report covers 1923-24 and population estimated for July, 1925.
[23] Report covers 1923-24 or 1924 and population estimate for July, 1925.

TABLE 9: CIRCULATION PER REGISTERED BORROWER

TWO-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):	
Santa Monica, Calif.[23]	32.2
Lowest:	
Vallejo, Calif.[23]	16.9

THREE-YEAR REGISTRATION PERIOD

Highest Three (among 38 libraries):	
Virginia, Minn.[23]	20.9
Winona, Minn.[23]	19.9
Sedalia, Mo.[23]	19.2
Lowest Three:	
Urbana, Ill.[23]	7.81
Janesville, Wis.[23]	7.87
Jamestown, N. Y.	8.9

FOUR-YEAR REGISTRATION PERIOD

Highest (among 17 libraries):	
Richmond, Calif.[23]	29.2
Lowest:	
Lexington, Ky.	7.5

FIVE-YEAR REGISTRATION PERIOD

Highest (among 11 libraries):	
Cleveland Heights, O.	21.9
Lowest:	
Sioux Falls, S. D.[23]	5.2

CLASS D (less than 20,000 volumes)

TABLE 1: PER CAPITA EXPENDITURES

Highest Ten (among 481 libraries):	
Mountain Iron, Minn.	$5.51
Chisholm, Minn.	4.41
Buhl, Minn.	3.40
Ridgefarm, Ill.	2.477
Ridgewood, N. J.	2.471
Mendon, Mich.	2.07
Eveleth, Minn.	1.98
Willows, Calif.	1.91
Kilbourn, Wis.	1.8659
El Centro, Calif.	1.8653
Lowest Ten:	
Dartmouth, Mass.	$ .05
West Warwick, R. I.	.06
Stockton, N. Y.	.10

Wilmington, N. C.	.13
East Liverpool, O.	.188
Sherman, Tex.	.187
McKeesport, Pa.	.19
Dublin, Ga.	.20
Newark, O.	.21
Peru, Ill.	.23

TABLE 2: PER CAPITA CIRCULATION

Highest Ten (among 459 libraries):	
Sherman, N. Y.	21.1
Redondo Beach, Calif.	19.1
Superior, Neb.	18.7
Oxnard, Calif.	18.2
Mountain Iron, Minn.	17.9
Kilbourn, Wis.	17.7
Coronado, Calif.	17.2
Upland, Calif.	13.5
Cambridge City, Ind.	13.4
Wenatchee, Wash.	13.3
Lowest Ten:	
Dartmouth, Mass.	.5
West Warwick, R. I.	.8
Wilmington, N. C.	1.1
Stockton, N. Y.	1.7
Cambridge, O.	1.8
Lima, O.	1.9
Alpena, Mich.	2.0
New Castle, Pa.	2.1
Butler, Pa.	2.24
Wyandotte, Mich.	2.28

TABLE 3: EXPENDITURES PER VOLUME CIRCULATED

Highest Ten (among 460 libraries):	
Chisholm, Minn.	$ .41
Great Bend, Kans.	.36
Buhl, Minn.	.34
Mountain Iron, Minn.	.307
Ridgewood, N. J.	.306
Highland Park, Ill.	.29
Red Bluff, Calif.	.28
Lake George, N. Y.	.25
Glencoe, Ill.	.244
Sterling, Ill.	.242
Lowest Ten:	
South Paris, Me.	$ .036
Superior, Neb.	.038

New Gloucester, Me.	.04
Charlotte, Mich.	.055
Mendon, Mass.	.056
Hatfield, Mass.	.060
Wenatchee, Wash.	.0624
Stockton, N. Y.	.0628
University Place, Neb.	.063
Mt. Vernon, O.	.064

TABLE 4: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR SALARIES

Highest Ten (among 488 libraries):	
Nevada City, Calif.	77.5 %
Fairhope, Ala.	75.8
Dublin, Ga.	70.7
Kaukauna, Wis.	61.9
Port Arthur, Tex.	61.8
East Liverpool, O.	61.5
Taylorville, Ill.	60.8
Scottdale, Pa.	60.4
National City, Calif.	59.7
Sterling, Ill.	59.3
Lowest Ten:	
Augusta, Ill.	9.6 %
Litchfield, Ill.	15.4
Camden, Me.	16.8
Middletown, O.	17.65
Dansville, N. Y.	17.68
Warrensburg, N. Y.	18.47
Granby, Mass.	18.48
Skowhegan, Me.	19.3
South Paris, Me.	20.1
Port Henry, N. Y.	20.5

TABLE 5: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 489 libraries).	
Augusta, Ill.	59.1 %
Dartmouth, Mass.	54.9
Sterling, Mass.	54.8
Hamilton, Mass.	54.5
Granby, Mass.	48.1
South Paris, Me.	47.7
New London, N. H.	45.7
West Warwick, R. I.[24]	45.1

[24] Books and periodicals only.

West Bridgewater, Mass.	45.0	
Wilmington, Mass.	44.6	
Lowest Ten:		
Chatfield, Minn.[24]	3.4	%
East Liverpool, O.[24]	5.4	
Mentor, O.	5.8	
Fairhope, Ala.	8.3	
Canton, Pa.[24]	8.6	
Cheboygan, Mich.	9.1	
Newark, O.	9.2	
Nevada City, Calif.	9.4	
Dunkirk, N. Y.[24]	9.9	
Ellington, Conn.	10.2	

TABLE 6: PERCENTAGE OF TOTAL EXPENDITURES SPENT FOR GENERAL MAINTENANCE

Highest Ten (among 487 libraries):		
Warrensburg, N. Y.	67.9	
Dansville, N. Y.	66.9	
Bridgehampton, N. Y.	64.9	
Litchfield, Ill.	61.62	
Cheboygan, Mich.	61.60	
Middletown, O.	59.6	
Skowhegan, Me.	59.4	
Richfield Springs, N. Y.	58.1	
Ayer, Mass.	57.0	
Charlestown, N. H.	56.5	
Lowest Ten:		
Woodstock, Ill.	11.0	%
Findlay, O.[25]	12.4	
Port Arthur, Tex.	13.6	
Sauk Centre, Minn.[26]	13.8	
Fitzgerald, Ga.	14.0	
Burlingame, Calif.	15.1	
Escondido, Calif.	15.9	
Hamilton, Mass.	16.1	
San Luis Obispo, Calif.	16.7	
Winston-Salem, N. C.	16.9	

TABLE 7: PERCENTAGE OF FICTION IN THE TOTAL CIRCULATION

Highest Ten (among 370 libraries)		
Hamilton, Mass.	98	%
New Gloucester, Me.	95.4	
Cheboygan, Mich.	95.3	

[25] Light and heat furnished by city.
[26] Heat furnished free.

Delavan, Ill.	94
Atlanta, Ill.	93.6
Winston-Salem, N. C.	93.4
Schuylerville, N. Y.	93.2
Pontiac, Ill.	91.7
Jerseyville, Ill.	91.2
Canastota, N. Y.	91.1
Lowest Ten:	
West Allis, Wis.	32 %
Healdsburg, Calif.	41
Allegan, Mich.	47
Buhl, Minn.	48.83
Chisholm, Minn.	48.88
Cambridge City, Ind.	49
Superior, Neb.	50
Pana, Ill.	51.0
Oxnard, Calif.	51.1
Chippewa Falls, Wis.	52

TABLE 8: PERCENTAGE OF POPULATION REGISTERED AS BORROWERS

ONE-YEAR REGISTRATION PERIOD

Highest Two (among 15 libraries):	
Delavan, Ill.	92.1 %
Proctor, Vt.	59.0
Lowest Two:	
Thompsonville, Conn.	14.7 %
St. Peter, Minn.	23.5

EIGHTEEN MONTHS REGISTRATION PERIOD

Highest (among 4 libraries):	
Delta, Colo.	74.3 %
Lowest:	
Hudson, Mass.	25.8 %

TWO-YEAR REGISTRATION PERIOD

Highest Two (among 52 libraries):	
Coronado, Calif.	94.4 %
Kilbourn, Wis.	88.1
Lowest Two:	
Ironton, O.	14.7 %
Centralia, Ill.	16.9

THREE-YEAR REGISTRATION PERIOD

Highest Two (among 100 libraries):	
Greene, N. Y.	90.9 %
Sparta, Wis.	82.0

Lowest Two:
Wilkinsburg, Pa. ..... 14.8 %
Helena, Ark. 15.5

FOUR-YEAR REGISTRATION PERIOD

Highest Two (among 20 libraries):
Chariton, Ia. ..... 72.8 %
Great Bend, Kan. 70.9
Lowest Two:
Alton, Ill. ..... 24.0 %
Litchfield, Ill. 32.7

FIVE-YEAR REGISTRATION PERIOD

Highest Two (among 73 libraries):
Manhattan, Kan. ..... 87.8 %
Moscow, Idaho 86.4
Lowest Two:
Peru, Ill. ..... 20.0 %
Greenville, O. 25.2

SIX-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):
Coxsackie, N. Y. ..... 56.8 %
Lowest:
Port Arthur, Tex. ..... 32.6 %

TABLE 9: CIRCULATION PER REGISTERED BORROWER

ONE-YEAR REGISTRATION PERIOD

Highest Two (among 15 libraries):
Newark Valley, N. Y. 38.3
Benton Harbor, Mich. 30.1
Lowest Two:
Gallipolis, O. 9.1
St. Peter, Minn. 10.6

EIGHTEEN MONTHS REGISTRATION PERIOD

Highest (among 4 libraries):
Hudson, Mass. 28.6
Lowest:
Jerseyville, Ill. 11.3

TWO-YEAR REGISTRATION PERIOD

Highest Two (among 51 libraries):
Bellows Falls, Vt. 31.6
Springfield, Vt. 31.4
Lowest Two:
East Rockaway, N. Y. 7.4
Ironton, O. 7.5

THREE-YEAR REGISTRATION PERIOD

Highest Two (among 100 libraries):	
Mountain Iron, Minn.	34.5
Seymour, Conn.	32.9
Lowest Two:	
Galion, O.	4.4
Cambridge, O.	6.5

FOUR-YEAR REGISTRATION PERIOD

Highest Two (among 20 libraries):	
Black River Falls, Wis.	23.5
Walpole, Mass.	21.7
Lowest Two:	
Great Bend, Kan.	4.6
Oxford, N. Y.	6.1

FIVE-YEAR REGISTRATION PERIOD

Highest (among 72 libraries):	
Fort Atkinson, Wis.	21.4
Lowest:	
Sherman, Tex.	5.3

SIX-YEAR REGISTRATION PERIOD

Highest (among 4 libraries):	
Thorntown, Ind.	15.1
Lowest:	
Anniston, Ala.	6.4

Chapter III

SELECTION AND ACQUISITION OF MATERIAL: PUBLIC LIBRARIES

I. PRINCIPLES OF BOOK SELECTION

Between "the best books" and "the best that the people will read," a compromise is obviously necessary in most public libraries. The following reports illustrate the effort which most libraries apparently make to keep their standards of selection as high as necessary concessions to practical policy will permit. "In juveniles and in certain adult classes we buy the best books only; in fiction and other popular classes we buy more liberally" *(Evansville)*. "We try to place emphasis on the best books, but must often buy more copies of 'the best that people will read'" *(Indianapolis)*. "We try to appeal to all elements in the community without lowering our standards of decency and merit" *(New Bedford)*. "'The best that the people will read' is probably nearer the truth. Theoretically we try to buy from the top downward" *(Somerville)*. "We follow both plans. We buy 'the best that people will read,' and we also buy books that we know will not be popular, but which it seems probable will be valuable for many years to come" *(Wilmington,* Del.).

With very few exceptions the reports indicate also an effort to do as much as possible to transform the potential readers of the community into actual readers. With equally few exceptions, however, they indicate that financial limitations necessitate buying primarily for the present readers. "Current demands generally exhaust the book fund, but as opportunity offers we buy books to meet the special needs of

groups not now largely represented among our readers; for example, a small collection in modern Greek" *(Indianapolis)*. "Our present body of readers taxes our resources to the utmost, but we aim to have all the community elements eventually represented in our reading body" *(Pittsburgh)*. "With a limited book fund we can do little more than serve our present readers, but we constantly try to do a little more to reach others" *(Tacoma)*. Financial considerations likewise make it necessary for the ordinary public library to buy primarily for the certain needs of today, rather than for the possible needs of the future, even though trying so far as possible to buy books of permanent value in preference to the ephemeral.

Until there is general agreement as to what constitutes an "immoral" book, or a "sordid" or "pernicious" or "unwholesome" book, it is obviously impossible to present a very exact statement concerning the books which libraries do and do not buy. Some indication of what most libraries endeavor not to buy can be obtained from the questions on the book-review forms of Brookline, Los Angeles, and the group of libraries near Boston (see pages 63, 69). On a printed slip which is given to inquirers concerning the library's policy, Somerville enumerates as follows various classes of "Books that we do not buy:" "Text books used in schools, colleges, and professional schools; Treatises upon highly specialized subjects, such as law, medicine, etc.; Controversial and propagandist sectarian and partisan books; Defamatory books of any sort; Books that tend to offend the moral or religious sense of the community, or to breed bitter feeling. Sectarian periodicals are furnished by gift only." This seems to represent well, in general, some of the fundamental principles which most public libraries endeavor to follow.

Textbooks.—School textbooks are ordinarily not bought at all, by most of the libraries reporting, or they are

bought sparingly, or only if they will be useful for reference or for the general public. Only a very few libraries indicate that they buy to any considerable extent, and the following reports illustrate a principle which is very generally followed in regard to the supply of books for use by pupils as textbooks. "We try to supplement, rather than duplicate, the school texts" *(San Diego)*. "Our very definite policy is to buy a different textbook, equally authoritative if possible" *(Somerville)*. "We do not buy heavily, and we restrict their use so that they can not be used as texts" *(Portland,* Ore.). "We tend not to buy them unless other community demands seem to make purchase desirable. We certainly do not try to meet the student demand. We permit circulation of the textbooks which we have, but we try to break up attempts on the part of students to depend on our copies instead of buying their own" *(Toledo)*.

St. Louis Public Library buys a limited number of textbooks, including some which are made available, for reference only, in the teachers' room, where there is also a full set of high school textbooks, deposited by the Board of Education. "Textbooks for general reading are bought for circulation, like any other books, as well as some on elementary mathematics, etc." Tacoma also has a reference collection of textbooks, lent by the school board. Long Beach keeps up to date a reference set of elementary school texts, but does not duplicate for circulation except in subjects where they are useful for the general public.

Restricted books.—Many libraries endeavor not to buy literature which criticizes destructively the institutions of society. Many others state that they buy only when there are convincing arguments to justify purchase, and that much of such literature which is bought is kept on closed shelves where some restriction is possible of its use by immature readers. The following reports from several representative

large libraries are typical of various policies, pretty closely similar in essentials. "Sometimes we buy such books, when there seems to be a good reason for purchase. We restrict only erotica, three or four sets, and some dozen titles." "We cover both sides of important subjects, but try to restrict anything which might be considered dangerous propaganda." "If 'destructive criticism' is interpreted narrowly, we buy practically nothing. We buy the best books on socialism, etc., and do not restrict their use." "Such literature is bought if it has any literary value. Circulation is not always restricted." "We buy some books of political radicalism, and do not restrict." "We avoid special propaganda and books that are bitter and unfair in tone." "It is our policy to exclude only books which tend to incite to violence, or books in which, so far as we can learn, facts have been deliberately falsified." "We buy 'destructive criticism' if the discussion is indicative of knowledge, sincerity, and sanity on the part of the author." "We purchase books which give a serious and sincere presentation of the subjects treated, regardless of the authors' views." "Not in a spirit of censorship, but in order to get as much use as possible from an inadequate book fund, we try not to purchase books which seem likely to give offence."

Books on sex hygiene and sex education are bought to at least some extent in practically all of the larger libraries reporting. Many, however, indicate that they are bought sparingly and with great care in selection. Council Bluffs, Detroit, and St. Louis buy mainly the books approved by the American Social Hygiene Association. Many of the small libraries report that books in this field are not bought at all, but many of these state that they have small collections which have been given to them, or that the literature which is available in pamphlet form without charge is sufficient to meet the demand. In a large majority of all the

libraries reporting, either some or all of the books on sex are restricted, though the restriction often goes no further than keeping the books on closed shelves in order to have better supervision of their use. The prevention of theft is often a strong motive, and sometimes, apparently, the only motive, in this restriction. Many libraries report that these books, if not guarded by some restriction, soon disappear. One library says: "We have tried both plans. Formerly we restricted them, and they were never read. Since the war we have put them all on open shelves, with the result that many have disappeared for a time, and some of them permanently. They seldom appear in our charging tray as having circulated, yet we know that they are read surreptitiously."

Purchases in special fields.—In special fields such as technical law and medicine, highly specialized technology, and genealogy, the small libraries naturally find it impossible to buy to any great extent, if at all, and many of the large libraries find it unnecessary because of conveniently accessible libraries which specialize in these subjects. The following report from Denver Public Library outlines a policy which, in general, is fairly representative of most of the larger libraries: "We buy liberally all religious books of general interest, but none that are controversial; in law, only general reference books and books for laymen; nearly everything in certain sciences and general books in the others; in medicine, only books on hygiene and nursing and books for laymen; all inexpensive art books of interest, and each year a few of the more expensive. In genealogy we buy only general books and the genealogies of prominent and local families. In local history we buy everything we can, and also specialize in material relating to the Rocky Mountain region and southwestern art and archaeology."

The reports from most libraries indicate that local history is bought to as great an extent as funds will permit, but in

the small libraries the collection is necessarily confined very largely to inexpensive items and to gifts, unless special funds have been given for this purpose. Practically all of the larger libraries, with the exception of those which are near a library which specializes in the field, report that they endeavor to acquire everything relating to the history of their city and state, and many buy as largely as possible in sectional history. In Portland, Ore., and in San Diego a part of each year's funds is definitely appropriated for purchases in local history. Special attention to pamphlets and clippings on matters of local interest is reported by several, notably by Berkeley and by Washington, which has a very large "vertical file" collection of both pamphlets and clippings, supplementing the collection of books relating to the District of Columbia, and has also gathered many clippings into classified scrap books which have been indexed and bound.

The extensive purchase of genealogy is even more impracticable for the library with a small income than the purchase of local history, but many of the small libraries report that they endeavor to get as much as possible of the strictly local material, and perhaps some of the more general reference works. Several report that they are depositories for collections owned by the D. A. R. or other organizations. Only a few of the large libraries attempt to cover the field very fully. Many buy as largely as their funds will permit, either in the strictly local field or in the field of general reference books. Others, like Brooklyn, Buffalo, Chicago, Minneapolis, St. Paul, San Francisco, Washington, and Worcester, buy very little or nothing, because the field is so fully covered by the special collections of other libraries in the same cities.

Some librarians do not think it justifiable to spend money derived from public tax for books in so special a field. Among seventeen librarians who were recently asked for

their opinions on this point, in an inquiry made by one of the large libraries, five expressed themselves in approval of purchase, and seven signified their approval with some qualifications; four were opposed, and one was opposed with some reservations. The adverse opinions advanced no arguments except the general principle that "a public library should not use funds raised from city tax for books on genealogy." Among the favorable opinions were the following: "I see no impropriety in a library spending funds raised from city taxes for books on genealogy if a considerable number of people request such service." "I see no fundamental objection to using city tax funds for a genealogical collection, but because there are so many more important demands upon our book fund I would leave the purchase of genealogy almost to the last." "We favor spending library funds for such books because they supply information to an increasing number of citizens who are interested in genealogy. They are the basis usually of membership in various patriotic organizations, and they frequently contain material of interest to students in American history or in eugenics."

Los Angeles Public Library, in addition to obtaining, so far as possible, all local biography and genealogy which is published, has a large collection of "manuscript biographies." These are obtained by sending blank questionnaires to prominent citizens, accompanied by a card from a local photographer which entitles the recipient to a free sitting for a photograph and the library to one copy of this photograph. The library reports that "the response to the requests for these biographies and pictures has been very satisfactory."

Formal co-operation in book buying in special fields has been primarily a concern of university libraries and a few of the largest public libraries. This subject is therefore discussed in the chapter on Selection and Acquisition of Material in College and University Libraries. (See pages 245-48.)

II. METHODS OF BOOK SELECTION

"The final authority."—That the librarian should ordinarily select the books to be purchased is a principle which apparently is accepted in most of the large public libraries and in many of the smaller, although the precise degree to which this responsibility is delegated to the librarian can not be determined. Where the librarian is reported to be the "final authority," it is presumably understood that the trustees would have the right to over-rule any of his decisions. On the other hand, where the board retains its "constitutional privilege" of selection, its exercise of the privilege is very often confined to rather perfunctory approval of orders prepared by the librarian. The following figures, therefore, are significant only as an indication of the general line of variation, from complete reliance on the librarian to active participation by the board. In about 65 per cent. of the libraries of more than 100,000 volumes, the librarian is said to be the final authority; in libraries of from 50,000 to 100,000 volumes, the percentage is about 54; in libraries of from 20,000 to 50,000 volumes it drops to about 49. Approximately one-third of the libraries of less than 20,000 volumes report that the librarian is the final authority, but in most of the small libraries this authority is apparently exercised to a very considerable extent by the trustees, either collectively or through committees.

Different degrees and forms of activity on the part of the trustees are illustrated by the following reports from libraries of from 20,000 to 50,000 volumes. "The book committee has full power over the selection of books, but holds no regular meetings and delegates its authority to the librarian." "The librarian submits suggestions to the library committee, which usually approves the entire list." "A list prepared by the librarian is submitted to each member of

the book committee before each monthly board meeting." "The book committee and the librarian meet once a month; each member brings a list of books for consideration." "The book committee of six meets once a month; each member presents a few titles to be ordered, and passes upon the books when they come." In one library all new fiction is read by members of the book committee. In another each member of the board receives *The Booklist,* and checks the titles which he considers desirable. One library reports that all books are bought by one of the trustees; another, that the president of the board buys entirely at his own discretion. Another extreme is illustrated by a library which for several years had a book committee of twenty-eight members, one appointed by each of the civic and educational organizations of the city.

Staff co-operation.—In the large libraries, department heads and branch librarians ordinarily have a prominent part in selection or recommendation of books, particularly for their own departments or branches. In some, such recommendations are made without any definite system or organized method. In others, certain review periodicals are regularly checked by different members of the staff. Several libraries report more definite organization of committees, with regular meetings for discussion of recommendations.

At Seattle, for instance, there are three weekly meetings: the librarian and the heads of departments; the superintendent of branches and the branch librarians; the superintendent of the children's department and the children's librarians. At each of these meetings books are always discussed, and other matters of administration or routine are taken up. Similar meetings, of branch librarians and heads of departments, are held monthly at Long Beach, with separate meetings of children's librarians for discussion of juvenile books.

Pratt Institute Free Library has a book committee, com-

posed of the heads of the circulation, cataloging, reference, and order departments, and the first assistant in the circulation department, who has charge of the young people's literature. The head of the order department acts as chairman. The committee meets weekly to consider items checked by the librarian in *Publishers' Weekly*, and by him and the members of the committee in the various literary reviews. The joint recommendations of the committee are then submitted to the librarian for final revision. Specialized recommendations are also made by the heads of the applied science reference room and the art reference room, and by the children's librarian, who are not members of the general committee.

In Cleveland all staff heads check reviews and note new titles which they consider desirable. The head of the order department selects new fiction, and non-fiction under $5.00, for examination and review on approval. Acceptance or rejection of "on approval" books is determined at the "Round Table" staff meetings, on reviews presented by members of the Round Table to whom the books had previously been assigned.

Indianapolis Public Library has a book committee, composed of the librarian, several department heads, and others who are well informed on new and old books and on the needs of the library. This committee meets weekly and considers reviews which have been checked, together with recommendations made by other staff members and by readers, and books which have been received on approval. In cases of disagreement or doubt, final decision is made by the librarian or by the head of the department concerned. Each committee member is responsible for watching the growth and strengthening of certain divisions of the book collection, and for all reviews which appear in certain periodicals. Much of the committee's time is given to consideration of replacements.

Inter-library co-operation.—Inter-library co-operation in book selection has been successfully worked out by a group of librarians in the vicinity of Boston, who united in an informal organization, prompted by the large amount of duplication in reviewing and the loss of effort which might be valuable to smaller libraries, remote from book centers. The members of this group, called the Book Review Club of Greater Boston, divide among themselves the entire output of fiction that is put on sale in the Boston stores, and either read the books themselves or secure readers for them. Weekly meetings are held at the State House for discussion of the reviews brought in by the members. The review cards are then filed in the office of the Division of Public Libraries, where they are open to inspection by librarians. About once every six weeks the secretary of the Division meets with the group, and from the accumulated lists such books are selected as the club is willing to recommend for purchase by small libraries. Lists of these books are made up and distributed free of charge to the small libraries by the Division of Public Libraries, and to others for a nominal charge by the treasurer of the club.

The following card is used by the members of this group in recording their opinions:

Book Review

Author..... Date.....
Title .....
(Underline descriptive words in each group)

A. Kind Adventure, Business, Character delineation, College, Detective, Historical, Humorous, Love, Nature, Problem, Short stories, Society, Western.

B. Effect Cheerful, Clean and wholesome, Depressing, Dull, Immoral, Moralizing, Sordid, Stimulating, Trashy, Trivial.

C. Estimate	Literary Value	Appeal	For Whom
	1. Excellent	1. Very Popular	1. All Readers
	2. Good	2. Popular	2. Adults
	3 Fair	3. Average appeal	3. Men
	4. Poor	4. Limited appeal	4. Women
	5. Bad	5. Displeasing	5. Children

D. Recommended Not recommended

On the back of this card is space for the name of the reviewer and a list of the printed reviews of the book which he has consulted.

The following two forms, with similar purpose, are used in Los Angeles:

Los Angeles Public Library Fiction Review

Author
Title
Publisher Price
Date and locality
Subject Form
Character delineation
Literary merit
Moral tendency
Wholesome, unwholesome, partisan, unbiased, moralizing, pernicious, dull, interesting, permanent value
Of interest to men, women, boys, girls
Recommended for Main Library, Branches, Deposits
Plot see over
Signature

Los Angeles Public Library Non-fiction Review

Author
Title vols.
Publisher Date Price
Illus. maps diag. indexes bibl.
Subject or form
Scope
Sources
Literary merit
Popular, scholarly, technical, accurate, careless, partisan, unbiased, dull, interesting
Of interest to adults, young people, students, teachers, specialists
Recommended for Main, Branches, Deposits
Author's qualifications see over
Signature

Some possibilities of co-operation among neighboring small libraries, in both the selection and the distribution of books, are illustrated by the Grand Isle County (Vt.) Inter-Library Loan Association, which was organized in 1923 by the public libraries of Alburgh, Isle La Motte, and North

Hero. The object of the association is "to bring into closer relationship the libraries of Grand Isle County; to give to each town the use of a larger number of adult books than would otherwise be possible for the same expenditure of money; and to stimulate community interest in the library." Each library agrees to purchase books once a year, as soon as possible after the annual appropriation becomes available. Book lists are sent to the secretary of the association before the orders are placed, to avoid duplication. Juvenile books are not included in the exchange. Three times a year the books bought by each library on its last order are forwarded to one of the others, on a definite schedule, to be kept there four months and then to be passed on to the next library, returning at the end of the year to the library which bought them.

The rules of this association stipulate that all books are to be mended and cleaned before being forwarded by one library to another; that transportation is to be paid by the dispatching library; that books lost or destroyed shall be replaced with new copies by the library where the loss occurred. Book covers, to be made into posters, are sent to the library next in turn one month in advance of the shipment of the books, in order that readers in each town may know what the next exchange will bring them. The exchange of books on this system is reported to have been very successful.

Recommendations from readers.—Although recommendations from readers are generally invited, very few libraries indicate that a definite effort is made to obtain them. Westerly (R. I.) Public Library has a "suggestion box" at the loan desk, for suggestions of books which are not in the library or of subjects on which more books are needed. The Dyer Library Association, Saco, Me., has a brass sign displayed in the reading room: "Patrons of the library are requested to inform the librarian of any books they recommend

for purchase." Most of the large libraries, and many of medium size, provide special forms on which recommendations can be made. These forms may ask only for the author and title, and perhaps the publisher and date of the book, or may provide space for further bibliographical data, which may be supplied by the reader or by the library. The same form sometimes serves also as a "process slip."

Somerville Public Library has a printed slip, which is given to readers as occasion arises, on which the policy of the library in regard to recommendations is explained as follows: "How to Recommend Books for Purchase.—The library welcomes recommendations for the purchase of useful books. Book order cards may be secured at the Information desk. Full data as to author, title, publisher, price, and date of publication will greatly aid promptness of service. You will be notified either of the receipt of the book or of our inability to provide it." This is followed by a statement concerning "books that we do not buy" (see page 54).

Most of the libraries reporting state that readers are notified of the decision which is made in regard to books which they have recommended for purchase, and others notify them in certain cases, or on request. A majority also state that the reasons for not buying a recommended title are ordinarily announced, and many others will make the reasons known if they are asked for them, or, some replies indicate, if they can not evade the necessity of so doing. Often the reasons are announced "with reservations," or in such general phrases as "unsuitable for library needs" or "our funds are too limited to permit purchase at this time." One large library formerly made the reasons known, but "it provoked discussion," and announcement is now made that the library is "unable to buy at this time."

Nearly all the libraries reporting state that they notify the reader when a book which he has recommended is re-

ceived and ready for circulation. In most libraries the book is reserved for the reader who recommended it, with the exception, usually, of recent books of fiction.

Printed or multigraphed forms, usually on postcards, are used by many libraries for these various reports on recommendations. These forms are mainly of four classes:

(a.) **For books concerning which enough information can not be found.** St. Louis, for example, has a form which reads: "We have your recommendation of —— by ——. The information that you give is insufficient to enable us to decide whether we can buy the book, but we are sending for a copy on approval and will purchase it if it should prove to be within our scope and means. Thank you for bringing it to our attention." St. Louis has also another form, stating that "the book has been approved for purchase and placed on the waiting list. This ensures its ultimate presence on the shelves, but it is impossible to say just how soon we shall be able to buy it."

A form used at Seattle says: "We are unable to find any reviews upon —— requested by you on ——, and until we can secure further information regarding it we deem it inadvisable to add it to the library. If favorable reviews come out in regard to it later and we decide to purchase it, we will notify you to that effect. Sometime when you are in the library the undersigned would be glad to receive any information that you have in regard to the nature of the book."

(b.) **For books which have been ordered.** Usually these forms state that the borrower will be notified when the book is received.

(c.) **For books which have been received.** Usually the notice states that the book will be reserved until a certain date, unless it has been made a seven-day book.

(d.) **For books which can not be obtained or are con-**

sidered unsuitable. The following forms illustrate varying degrees of explicitness as to the reasons.

"The question of adding to the library ——, recently suggested by you, has been considered by the trustees. In their judgment it is not advisable to buy the book for the library." *(Brookline.)*

"The library has received your request for the purchase of ——. We regret to report to you that the reviews of this work are such as would not justify its purchase at present." *(Denver.)*

"We do not find it possible to purchase ——, requested by you on ——. Sometime when you are in the library the undersigned will be glad to talk the matter over with you." *(Seattle.)*

"We were glad to have your recommendation that the library purchase the book ——. The recommendation has been given consideration, but it seems to be either impossible or undesirable to purchase the book at this time, for the reason which is checked below. Book is out of print. Too expensive. Use of it likely to be too limited. Seems unnecessary in view of other books in the library on same subject. Seems to lack sufficient merit." *(Savannah,* Ga.)

Appraisal of books by volunteers.—Both favorable and adverse reports are received, in almost equal numbers, on the desirability of inviting selected borrowers to read and appraise fiction and other books of a popular nature, and to report on their suitability for the library. Among the libraries which have tried this plan to some extent and have found it at least reasonably satisfactory, are the following. Bangor: "We should like to make more use of the public in this way." Billings, Mont.: "We have four authorities who do this regularly." Lebanon, Ind.: "We have two assistant readers who are not members of the book committee." New

Haven: "A few assist in reading new books." Omaha: "To a limited extent." St. Louis: "We have a few selected people whose services and good judgment have commended themselves, who review books with some regularity."

Less favorable reports are received from the following. Des Moines: "Satisfactory in a few cases, but too slow and irregular to be dependable." Kansas City: "Works well in some cases." Queens Borough, New York: "Viewpoints often differ widely and it is hard to make decision. We experience trouble also in getting books back promptly." Portland, Ore.: "The public seldom realize the library's viewpoint, and are likely to keep books too long." Because of such difficulties several libraries, including East Orange, Somerville, and Wilmington, Del., no longer use readers outside the library unless for occasional advice in fields which require the knowledge of a specialist.

Brookline Public Library, however, has used the plan rather systematically and extensively, with good results. The following is from the library's annual report for 1923:

"The formation of a committee of readers, in September of this year, to report on whatever current fiction the library wishes to consider, has been of the greatest possible help to the librarian in carrying out this policy. The following questions on a blank form, leaving space for discursive answers, help the "reader" to an understanding of the facts and opinions needed by the librarian in coming to a decision as to the value of the book in the library.

Do you recommend that this book be placed in the library for general circulation?

If not, do you consider it worthy of consideration by the library notwithstanding moral or other defects?

Are there objectionable passages or chapters?

Is it as good as other books by the same author or distinctly inferior?

To what class of readers does it appeal?
Is it wholesome reading for boys and girls of high school age?
Would it appeal to uncultivated readers?
Does it deal with normal, wholesome people and conditions? Or is it morbid and unwholesome in atmosphere?
If historical, of what country and period?
Is it well written?
Is it cheering, depressing, exciting, tame, humorous, unduly sentimental, weak, silly, pernicious?
Please add on the other side any further comments you care to make.

"In some cases the opinion of one reader may seem sufficient in arriving at a safe decision; in others the librarian may ask for two or even three. Especially does it seem wise to have a multitude of counsellors before deciding upon the questionable work by a novelist of established reputation."

This "fiction reading committee" thus far has consisted of four regular readers, but reports are made also by trustees and by staff members when they take new fiction to read. The readers were selected for the qualities which were felt to be especially needed. "The results have been excellent, but they are naturally variable," the library reports. "Thus the report of A is more valuable than that of B on a given type of book. The success of the plan depends first on getting intelligent readers, with ability to express themselves in clear English, and second on getting them to take the library's point of view. The final decision must rest with the librarian if anything approaching uniformity in standards is to be reached. We find that a single reading is at times sufficient when the book does not present difficult problems. Very often, however, it seems best to have reports from two or three readers, and even then there are cases where it seems almost impossible to arrive at a wise decision. An important point which must be repeatedly explained to readers is that positive opinions as to the merits of the book are more im-

portant than the negative opinion that the book is 'harmless.' "

In selection of books in technology, music, or other special fields, many libraries occasionally ask experts in their communities for help, either in advice on specific books or in submitting lists of desirable books. Birmingham, for example, calls occasionally on a chemical manufacturer for advice concerning books on industrial chemistry, on an iron and steel manufacturer for books relating to the iron and steel industries, and on a local music study club for advice in selection of music. In Portland, Ore., all music is passed upon by a committee of three well-known local musicians, representing different fields of music.

Books on approval.—Approximately half of the libraries reporting state that they get on approval, for careful examination if not for actual reading, a large proportion, or in many cases all, of their new fiction and juvenile books. The figures, however, do not take into consideration the amount of selective work that is done, on the basis of lists and reviews, before orders are placed without the "approval" privilege. In many libraries, especially the smaller, few fiction and juveniles are ordered until reviews of the books, or the notes in *The Booklist* and similar guides, make it seem safe to purchase without examination. Varying degrees of importance are attached to having new books as soon as possible after their publication. Bridgeport, for example, orders many new books from publishers' announcements, thinking that it pays to have important new books as soon as possible, even at the risk of occasional mistakes in selection, and reports that borrowers often comment favorably on this policy. A list is kept of fiction writers, any of whose new books may be ordered on announcement.

In many of the large libraries, including Buffalo, Chicago, Cincinnati, Detroit, Los Angeles, Louisville, New Haven,

Portland, Ore., St. Paul, Syracuse, and Washington, most or all of the new adult fiction and all new children's books are read before purchase, by one of the staff or, in some libraries, by an outside adviser. Most of the small libraries, and many of the larger, read only books the desirability of which seems questionable. In many libraries, especially among the larger, booknotes are written on the titles which are thus read. These notes are sometimes the basis for annotated lists for the newspapers or for the library's bulletin of new accessions, and are sometimes posted or filed for the information of the staff. At East Orange the notes are written on 7″ x 5″ cards, which are filed alphabetically by authors, one year to a section. In Buffalo the cards for the catalog of the Open Shelf collection are annotated with the best descriptive notes which can be found. Notes by staff members who have read the books in the course of selection are placed on the order cards.

Duplication and replacement.—Few libraries, apparently, have adopted any definite basis for determining the number of copies which should be bought of books used as required reading in the schools, or of new fiction and very popular non-fiction. Chattanooga duplicates fiction at the rate of one copy for every five unfilled reserves. St. Louis buys one additional copy of non-fiction titles for every five reserves, and one for every ten reserves in fiction.

To prevent the supply of standard works from falling too low, a few libraries have established a "fixed minimum" for standards, or for always-popular fiction in general, or for juveniles. At Chicago the "discard file" contains directions to reduce only to a certain number of copies. At New Orleans all fiction titles are roughly divided into groups, with a minimum number for each group. The group numbers, which are revised annually, are noted on the shelf list cards. A fixed minimum system was formerly used in

Washington, but was abandoned for the sake of greater flexibility. Several libraries check the H. W. Wilson Company's *Standard Catalog,* with a minimum noted opposite each title. All additions, discards, and lost books are noted on this list, and titles are re-ordered when the supply falls below the minimum.

A few libraries, including Brookline, Harrisburg, and Washington, endeavor to dispose in advance of the question of replacement of certain titles by marking the shelf list cards "Do not replace," either when the books are first acquired or later, if it is decided that they are worthy of a temporary place in the library but need not be replaced when worn out. Pratt Institute Free Library tried such a plan but found that it did not fit in smoothly with the general scheme of replacement. In Brookline the practice has been followed chiefly for fiction titles, on which very full notes are kept on file. Even when "do not replace" is not found on the cards, the "Fiction Readers" file is consulted before rebinding or replacing fiction of doubtful value.

Records of new accessions.—Nearly all libraries in which new accessions are very numerous find it necessary to keep a record of books which have been received, but not yet cataloged, in addition to the records of outstanding orders. These records are primarily for the purpose of avoiding unnecessary duplication, but may help also in answering queries concerning new books. Most libraries apparently make no definite effort to inform inquirers that certain books, not yet cataloged and on the shelves, have been ordered. A few, indeed, discourage the giving of this information, because frequently the inquirer does not understand the reason for the delay between the date of ordering and the arrival of the book on the shelves. Thus one large library says: "Information about book orders is not given out, as a rule, unless the borrower is very insistent and has need to know.

Most borrowers expect books ordered to be on the shelves the next day." Many libraries report that the staff are encouraged to give the information, but that usually, in order to ascertain the fact themselves, they must either inquire of the librarian or of the order department, or must themselves consult the file of outstanding orders and the "in process" records.

In a few libraries the information concerning recent orders is made conveniently accessible by filing copies of orders for new titles, either in list form or on cards, at the loan desk or the information desk. This method is followed at Davenport, Evanston, Evansville, and Wilmington, Del. In Portland, Ore., colored cards for books that have been ordered are filed in the catalog. Brookline keeps a card list of books recently purchased. The cards remain in the file six months, and the call numbers are added to the cards as soon as the books are cataloged. At Evansville, in the main library, the monthly orders are posted on the bulletin board in the circulation department. The adult non-fiction titles are spaced so that requests for reserves may be written in by the public. As soon as the books are received these requests are transferred to the order cards, from which the reserve notices are written when the books are ready for circulation.

Reports were received from only three public libraries, but from several colleges and universities, on a system of filing temporary cards in the catalog for new accessions, and replacing them by permanent cards when these have been made. For all of these reports see the chapter on Selection and Acquisition of Material in College and University Libraries, pages 232-37.

Prices and discounts.—Discounts vary so greatly that no very definite statement can be made concerning them. From 20 to 25 per cent. is very generally reported for all current books except text books, technical books, and other

"specials," but many libraries average less. Especially in the smaller libraries, the discounts frequently average only 10 or 15 per cent. In some cases the lower discounts are accepted for the privilege of conveniently examining books in a local dealer's stock, and of having books sent on approval. In some cases, too, the difference between local discounts and the more generous concessions of jobbers is offset by the cost of transportation. Some of the largest libraries report that their discounts are confidential.

Very few libraries report that they are obliged, by municipal or other regulations, to call for bids on ordinary purchases of books and periodicals. In some cities the public library, like other municipal departments, is required to get bids on all purchases totaling more than a certain amount, sometimes $100 and sometimes much higher. St. Paul, for instance, is required to get informal bids on purchases between $100 and $500, and sealed bids on purchases over $500; the bids, however, are submitted to the library for its decision.

Most libraries prefer to get bids annually on the periodical subscriptions, even though this is not compulsory. Others have abandoned this practice for the advantages which come from continuity of relations with agents whose service has demonstrated its value. Louisville sends a letter once a year to all book-dealers in the city, asking them to quote discounts on publishers' list prices for regular books, net books, and textbooks. St. Louis also calls for competitive bids on discounts, at intervals, mainly for checking purposes.

The statistics of accessions published each year in the annual report of the Brookline Public Library throw an interesting light both on the distribution of purchases in that library, among the different classes of literature, and on the average cost of books in various classes. In the six years 1920-25, the total expenditures for books were $45,570.82, of

which 20.9 per cent. was spent for replacements, at an average cost of $1.06. These, presumably, were mainly juvenile books and adult fiction. The purchases of books in these six years were distributed as shown in the following table, which gives the number of volumes purchased in each of four general classes, and the number of replacements; the total amount spent in each class; the percentage of the total book expenditures; and the average cost per volume.

	Vols.	Cost	%	Av. Cost
Reference, Bibliography, etc., including bound periodicals and newspapers	675	$ 2819.66	6.18	$4.17
All other adult non-fiction	7512	18797.88	41.24	2.50
Adult fiction	5708	9282.00	20.37	1.62
Juvenile, all classes	4137	5138.61	11.27	1.24
Replacements	8928	9532.67	20.91	1.06
	26960	$45570.82	99.97	$1.69

III. GIFTS

Even if gifts of books and periodicals are not actively solicited, there is usually a general understanding that the library is glad to receive them. Some libraries insert occasional notices to this effect in the newspapers or in the library's bulletin. Persistent solicitation is carried on by Indianapolis, where the "gift idea" is constantly urged in the monthly bulletin and in many other ways. The bulletin for May, 1925, for example, contained suggestions of "a few needs of the library," and the following more general appeal: "Housecleaning time brings rich returns to the library—this year in books and a particularly fine crop of magazines for hospital use. It seems that there is no such thing as too many books and magazines for library service. When you carelessly discard a magazine, it is well to remember that you may be throwing away another's mental food." The library reports that "increasing results demonstrate the value

of these appeals. In 1925 individual cash gifts as high as $2500 were received, in addition to gifts of many special collections and many thousands of desirable books."

Campaigning for gifts.—Many librarians disapprove of intensive campaigning for gifts, on the ground that many of the books received are likely to be worthless, and because they fear causing the library to be regarded "as an object for charity, rather than as an educational institution as needful and as deserving of public support as the school system." This opinion is supported by the experience of one large library where a special "book week" is reported to have had a bad effect tending to encourage the idea that the public library may rely on such methods rather than on money derived from taxation. The same report is made by many of the smaller libraries which have resorted to "book showers" and similar appeals. Another large library estimates that from 80 to 90 per cent. of all its gifts are not desirable, because out-of-date or without value. At one time the suggestion was made in the city that the public library should appeal to the Community Chest for support.

In general, however, most of the libraries which have solicited aggressively seem well satisfied with the results. Systematic, intensive campaigns have been conducted by several of the large libraries. Portland, Ore., has had one campaign, which brought in several thousand volumes of varied quality, and is said to have caused the public to feel a greater responsibility toward the library. In Oakland, although the library itself has made no solicitation, certain neighborhoods have sometimes conducted "book drives" for their branches, and these drives "have helped to advertise the library and to stimulate a feeling of proprietary interest." In Los Angeles book-drives have sometimes been permitted for the benefit of a branch. "These drives have attracted favorable public attention, and many of the books received

were very desirable. The need of good titles, good editions, and good bindings had been well advertised, and also the fact that the library reserved the right to reject any titles thought to be unsuitable." Chattanooga, which sometimes solicited in the early years of the library, reports that about 50 per cent. of the material received was worthless, but that they sometimes received valuable items of Tennessee history. Cleveland has conducted several special campaigns in connection with other city campaigns, such as "clean-up-week." Special appeals have been made to college alumni associations of the city. It is estimated that about one-third of all gifts received are used in the library, one-sixth are sent to smaller libraries, and the remainder are sold either second-hand or as waste paper. Such appeals, it is reported, have revealed no disadvantages, and create a better understanding of the library's work and a keener community interest in the library.

Wilmington Institute Free Library, in 1923, conducted a special campaign for books to be used in its hospital service, and received more than 2,000 volumes, of which about three-fourths were suitable. A similar appeal in Toledo, the same year, brought in about 6,000 books, nearly $100, and a hospital "book-wagon." In 1925 a direct appeal to six large concerns in Toledo interested in the glass industry, resulted in a gift from these firms of $650 for the purchase of books on glass and the glass industry. To this fund the library added $150. The gift is to be repeated in 1926, after which a permanent endowment is to be considered.

In 1921 Indianapolis conducted a very intensive campaign (see *Library Journal* 46: 447-50), and has since had several smaller campaigns. Results of the 1921 campaign were summarized as follows: "Over 32,500 books, more than $1,250 in cash, remarkable publicity, personal book interest in the library, aroused feeling of public responsi-

bility in support and growth of the library, new friends and patrons, individual book-giving habit aroused, bequests of special collections of books ...., idea implanted of leaving donations, memorials, and legacies to the library...., $10,000 additional emergency book fund from the Board [the library is under the control of the Indianapolis School Commissioners, who determine the tax levy for the library], and official promise of one additional cent for books at next tax levy."

Individual solicitation.—A variation of the "book shower" method of supplementing the book fund in the smaller libraries is reported by Owatonna, Minn., which has a "Library Club," each member of which gives either a book or the money for a book once a year. The membership of the club is more than 400, and includes most of the members of the city council. The library's appropriation was recently increased by the council on its own initiative.

Many of the large libraries confine their solicitation to requests for specific titles, sent to either authors or publishers, when the library's funds will not permit purchase. A satisfactory response to such appeals is reported by New York, and also by Washington, where occasional solicitation is made, especially for books which are privately printed and are not obtainable through the trade. St. Louis solicits some books by postal card, but has had better success from general appeals made by occasionally circularizing definite sections of the city.

"Begging letters" are also sent very frequently, especially by the large libraries, for periodical and pamphlet material. These letters are sometimes individualized form letters, and sometimes form letters undisguised. The Business Branch at Indianapolis has a form for this purpose which it reports has brought a very high percentage of good returns. It reads as follows: "For display purposes and for special reference

use by the business men of Indianapolis, will you kindly send to the Business Branch Library —— the material listed below, which we understand is for free distribution. The demand for this kind of reading matter indicates the value of having our name on your free mailing list. We believe in good publicity. Please be assured that this material will be gratefully received and used to good advantage."

Another, more personal form of solicitation is employed by Syracuse Public Library, which frequently tries to get people to buy for the library certain books on subjects in which the "prospects" are known to be interested, hoping thus to build up a group of donors in different fields. These requests are made in personal letters, the appeal of which is frank and direct. One of these letters was as follows: "This library finds itself in the predicament of the grasshopper in the fable. We have reached the end of summer, our book funds are low, and we are appealing to the charity of our friends. In other words, I venture to call your attention to a new book entitled ——. The price of the book is listed at $7.50, which seems to place it beyond our reach unless, as I said before, charity comes to our aid." By such appeals, the library reports, many valuable books have been received.

Acceptance and acknowledgment of gifts.—Except when circumstances make it seem desirable to accept only such gifts as are thought to be worth keeping, the general practice of most libraries is to accept everything, with the understanding that the library reserves the privilege of disposing at its discretion of anything that is not wanted. Most libraries, apparently, ordinarily assume that the reservation of this privilege is understood by the donor, and give individual notice only when the nature of the gift, or the circumstances under which it is offered, causes such notice to seem desirable. Some, however, report that a rather definite ef-

fort is made to have the conditions of acceptance understood by all donors, and not a few state that notice is always given.

Many books are accepted as gifts which would not be purchased, either because of the cost or because other titles might be preferred, but most libraries apparently endeavor not to accept gifts which are not reasonably in accord with their standards of book selection. Toledo has a "Donor's Collection" into which certain gifts are put. These books are listed by authors only in the catalog, marked "D.C.," provided with a special book plate, and shelved alphabetically in a section by themselves. They are not accessioned, shelf listed, or included in the statistics of accessions.

Practice varies greatly in regard to unsolicited subscriptions to periodicals, given either by the publishers or by individuals. Two of the large public libraries submit all such periodicals to the book committee before acceptance. Another accepts and places on file "everything that is allowed to pass through the mails." Some place everything on file for at least a limited period, though some titles may be kept on closed shelves. A very few write to the publishers and request discontinuance of any subscriptions that are not desired. One large library, if this request is ignored, requests the postal authorities to discontinue delivery of the magazine. Others, in such cases, adopt the simple expedient of a convenient waste-basket.

The method of acknowledging gifts likewise varies. In the small libraries acknowledgment is often made in person, at the time of presentation; in the larger libraries, by form-postal, form-letter, or personal letter, according to the importance of the gift or the attendant circumstances. Some follow the discriminatory custom of acknowledging only gifts of some real value; others make formal recognition of all, sometimes on a printed postcard and sometimes by a

handsomely engraved and courteous expression of gratitude, purporting to come from the board of trustees. Some libraries do not ordinarily acknowledge pamphlet material and gifts from libraries or other institutions; others acknowledge the most important, and still others acknowledge all, of such material. Very few have adopted the practice which has sometimes been advocated, of sending acknowledgments once a year for gifts received from other institutions. Several, however, follow this plan for material which is sent them on a standing mailing list. Many libraries make public acknowledgment of important gifts, in the newspapers or in the library's bulletin or annual report.

Disposition of duplicates and discards.—Many methods are followed in disposing of discarded books and magazines and of duplicates or other material which is not needed, acquired by gift or otherwise. Material which is unfit for any further use is sometimes burned, but is more generally either sold or given away as waste paper. In the larger libraries some of the best duplicate material is sold to second-hand dealers or is sent to other libraries by sale or on exchange. Much material is given to smaller libraries or other institutions.

Cleveland operates a "Library Book Stall," in the Loan Division of the main library, at which gifts which are not needed by the library are sold, at prices ranging from five cents to one dollar. All receipts are turned in to the library's general book fund, and more than $700 has been received in one year from this source. A special slip is inserted in each book, which is removed by the guard at the door when the purchaser leaves the building, although no books are sold which bear the ownership marks of the library.

Disposal of reasonably good material which is not needed locally, but which may be of use elsewhere, is illustrated by the following report from Dayton: "In view of the high

cost of books, we have made a serious effort to find profitable sources of outlet for discards and out-worn but well-kept duplicates, thereby extending their usefulness and providing books at points dependent upon gifts for any supply of books. We send regularly to city and county benevolent and penal institutions: jails, workhouse, infirmaries, quarantine hospital, tuberculosis sanitarium, children's home, etc.; also to colored schools in the South, schools for Southern mountaineers, the Ohio State penitentiary, and other non-local institutions. This effort is worth while for juvenile books which have been well selected, gifts of acceptable textbooks, and for standard authors in editions not wanted by this library. It involves intelligent and conscientious selection of stock for the class of readers to whom the books are sent. The chief difficulty is that non-local institutions which need books are often unable to pay the freight charges."

Conditional gifts and deposits.—A majority state that they always, or usually, refuse gifts which are offered with conditions, but several report that they have sometimes received gifts with conditions attached when the gifts seemed of sufficient importance. Pittsburgh reports that it has found that careful explanation of the library's position usually results in removal of unsatisfactory conditions.

There is likewise a very general reluctance to accept books "on deposit." Several state that to do so is contrary to their fixed policy; others have no definite rule, but are inclined to view such offers with disfavor. Two public libraries and one university report having received collections on deposit, and having had cause to regret it. Many others, however, have sometimes accepted deposits, and report no disadvantageous results. St. Louis, for instance, has on deposit about 30,000 bound volumes and 20,000 pamphlets, including the entire libraries of two organizations. The conditions

which most libraries make are that the books shall be available to all users of the library, and shall be given the same care that the library gives to its own property, but that the library shall not be responsible for losses or damage. In New York the understanding is "that they become administratively a part of the library, even if legal title does not pass at the time of the deposit." Denver has sometimes refused deposits when they could not be assured of keeping them indefinitely, but has accepted some genealogical and other collections, the books in which are closely analyzed in the reference room but are not entered in the general catalog. A deposit of a collection on engineering was also accepted in Denver on condition that it should remain for at least ten years, with the privilege of extension at the end of that time.

In Seattle Public Library the trustees have adopted the following statement of conditions on which the acceptance of deposits will be considered:

"1. The books to be deposited must be of a character that is considered by the board to be of distinct service to users of the library. It is recognized that books of certain types create a demand for other related books, and the acceptance of a deposit may later call for the purchase by the library of other expensive books in the same field. This might be true in law, medicine, genealogy, and other specialties which the library does not regard as within its function as a tax-supported public library.

"2. The depositors will be expected to sign an agreement to leave the books on deposit at the library for a period of at least five years.

"3. The library authorities will assume no responsibility for the safe-keeping of the books so deposited, but will of course give them the same care as is given to other library books and property.

"4. The depositors can be given no privileges regarding the use of the books deposited, other than the privileges given to all users of the library.

"5. The books will be marked 'Seattle Public Library' and will be cataloged, stamped, and shelved in the same manner as are books belonging to the library. The marking 'Seattle Public Library' is necessary to avoid theft. A bookplate on the inside of the front cover will give the name of the depositor.

"6. The library can not accept any books for storage purposes. If in any deposit it is found that there are duplicates or books which the library does not wish to use, such books shall be returned at once to the depositor.

"7. Both parties shall sign an agreement covering these conditions, and a copy of this agreement and a signed list of the books must be filed with each party."

Cleveland Public Library has had several large and important deposits, each of which was accepted on a carefully drawn agreement. In these agreements it is usually stipulated that the books deposited may be used by the library "for any and all such purposes" as the library may deem proper in its public reference work (such deposits having always consisted of reference material); that the library "may bind such books and periodicals in the manner deemed by it desirable, and they may be labeled, cataloged, and prepared for use as are other books belonging to said library"; that on demand, after due notice has been given, the library will return the entire deposit, though it does not undertake to return any part of it unless the entire collection is returned; that upon the return of a deposit, the depositor shall pay the library for all binding and for the cataloging of the books, at prices not to exceed a maximum named in the agreement; that the library will protect and care for the books and periodicals with the same care that is given its own property,

but shall not be responsible for natural wear and tear or deterioration, or for loss of any of the material in the deposit.

Exchange service.—Many public libraries conduct, more or less systematically and extensively, what may be called an exchange service with other libraries. In all but two or three of the libraries reporting, however, this exchange is confined to the library's annual reports, bulletins, etc., and perhaps to city or telephone directories, and does not come within the generally accepted meaning of exchange service. For a report on exchanges on a larger scale, as conducted in university and college libraries and a few large public libraries, see the chapter on Selection and Acquisition of Material in College and University Libraries, pages 248-57.

Chapter IV

THE STAFF: PUBLIC LIBRARIES

I. CIVIL SERVICE AND GRADED SERVICE

Libraries under civil service.—In only twenty-two of the public libraries reporting are appointments to positions on the professional staff under civil service control. These are the libraries of the following cities:

Binghamton, N. Y.
Chicago, Ill.
Duluth, Minn
East Orange, N. J.
Evanston, Ill.
Jersey City, N. J.
Long Beach, Calif.
Los Angeles, Calif.
Middletown, N. Y.
Mount Vernon, N. Y.
New Haven, Conn.
New Rochelle, N. Y.
Oakland, Calif.
Oklahoma City, Okla.
Paterson, N. J.
Plattsburgh, N. Y.
Poughkeepsie, N. Y.
Rochester, N. Y.
St. Paul, Minn.
San Diego, Calif.
Syracuse, N. Y.
Yonkers, N. Y.

Three of these libraries, East Orange, Jersey City, and Paterson, and also the public libraries of Camden, Elizabeth, Newark, and Trenton, are under state civil service. This is under the provisions of a state law which permits cities, towns, or counties, on a petition signed by a specified number or percentage of their legal voters, followed by a referendum vote at the next election, to place themselves under the state civil service commission. Whenever this law is adopted by a county or a municipality the state commission automatically becomes the civil service commission for that jurisdiction and performs all the service that a local commission would perform. Since this law was passed, in 1908, the

state, six counties, and eight cities have adopted the civil service by a referendum vote.

In Middletown, N. Y., only the positions of librarian and of janitor are under the civil service.

Public libraries in Massachusetts are exempt from the civil service requirements, in the appointment of the professional staff, by a state law which provides that "supervising librarians and all other library workers who are paid wholly or in part," under the authority of the board of free public library commissioners, by the commonwealth, shall not be subject to the law governing the civil service. *(General laws of Massachusetts,* 1921, I: 741.) The civil service does, however, apply to janitors. In Minneapolis, municipal civil service applies to janitors and to clerical workers.

In seven of the twenty-two libraries which report that civil service governs appointments to the professional staff, the position of librarian is exempted. These libraries are Duluth, Evanston, Long Beach, Los Angeles, New Haven, St. Paul, and San Diego. The position of assistant librarian is also exempted in New Haven, and the first and second assistant librarians are exempted in Los Angeles. Department heads are exempted in Los Angeles and New Haven. In Long Beach the assistant librarian, heads of departments, and branch librarians come under the "unclassified" civil service, and must therefore be registered in the civil service department and are subject to and protected by the civil service regulations, but are not subject to examination.

Among the handicaps that have been experienced under the operation of civil service are reported the following: "Rigidity of rules regarding promotions; if these could be controlled internally civil service would be, on the whole, desirable." Low standards in examinations are mentioned by three libraries, and several state that they are not always a fair test of an applicant's ability. Three say that personality

is not taken into consideration, and three that papers are rated by people who are not familiar with the library's needs. Two report that even with a proviso that emergency appointments may be made without examination, subject to examination later, the best qualified candidates are often deterred from applying, especially if they live at a distance. One library reports that the civil service requirements have been a handicap "in practically all respects." Another says "they are a bother, rather than a handicap."

More in detail, comments made by two libraries are as follows:

"Civil service interferes, at times, with the selection of good material, especially in the lower grades of service for which the number of candidates is larger and the eligible lists are more extensive. Many desirable applicants present themselves who can not be given positions until the eligible list is exhausted. They can then be put on as provisionals, and as a rule ultimately secure regular appointments, but often only after periods of idleness. From time to time valuable material is lost because of this uncertainty. The examinations sometimes fall below the standards that the library would insist on, and often fail to show the relative fitness of candidates. The ratings for experience and education fail to offset this defect. The 'promotional preference' feature forces the library to promote on the basis of seniority of service rather than on the basis of efficiency. If it should be necessary to reduce the force, not the least needed employe, but the most recently appointed employe of the same grade, would have to be dropped."

"The examinations do not test personality. It is a disadvantage to be unable to dismiss an employe who is merely unsuited to her work without making charges against her. The requirements sometimes prevent our obtaining a desirable assistant because a trained and efficient assistant can

readily find employment where no examination is necessary. It is not easy to persuade an assistant to give up a good position elsewhere to accept a position where she faces an examination a month or two ahead, and feels that she might not pass high enough to receive the permanent appointment. On the other hand, the requirements set a standard, and perhaps add something of dignity and importance to the work in the eyes of a junior."

More favorable comments are as follows: Three libraries report that the civil service provides an effective defense against political appointments. Two say that it has helped to increase salaries to equality with other municipal positions, and another considers it beneficial that the civil service gives employes a feeling of security. One librarian finds it an effective way of disposing of unqualified friends of board members; another says the requirements "relieve the trustees and the librarian from personal solicitation by applicants and their friends"; another, that "promotional examinations keep up the ambition of the staff, and the librarian is saved much time in being able to refer undesirable applicants to the commission."

Graded service in libraries.—Many of the large libraries have adopted "schemes of service," by which their entire service, with exception usually of the librarian and the assistant librarian, and of clerical workers and building force, is divided into various grades. For each of these grades the qualifications, the methods of appointment or promotion, and the salaries, are prescribed in more or less detail. Such schemes of service thus provide a "merit system," or what is sometimes called a "library civil service," very closely similar in purpose and in principle to the municipal or state civil service. These local schemes of service are usually adopted by the library authorities on their own initiative, but in the state of Washington they are, in effect, required by

the state law. This provides that the trustees of a public library "shall adopt a system of competition or examination under which all appointments except that of chief librarian shall be made and under such system the chief librarian shall have power, by and with the consent of the board, to appoint all subordinate employees of the library, prescribe rules for their conduct, and remove them from office. So far as possible, all appointments shall be made for ascertained fitness for the work, and removals shall be made for demonstrated unfitness and neither appointments nor removals shall be made because of the candidate's race, color, political influence, or religious belief." (Remington, *Compiled statutes of Washington,* 1922, III: 2033.)

The county free library law of California provides that "all employees of the county free library whose duties require special training in library work shall be graded in grades to be established by the county librarian, with the advice and approval of the state librarian, according to the duties required of them, experience in library work and other qualifications for the service required." A similar provision is contained in the county library law of Montana.

A so-called "graded service" in some cases merely recognizes various groups or classes of employes, such as junior assistants, senior assistants, etc., and establishes certain salaries for each group, sometimes between minimum and maximum limits. Such provisions do not of themselves constitute a merit system, for they prescribe only the salaries and not the qualifications or the methods of appointment. The term "graded service" is used in this report with reference to definite schemes of service, which divide the staff into clearly defined groups and prescribe for each group the requisite qualifications, the salaries, and the methods of appointment and promotion.

Schemes of service, more or less detailed in their pro-

visions, are reported by the following twenty-nine libraries among fifty-nine libraries of more than 100,000 volumes. Those marked with an asterisk are under civil service.

Boston, Mass.
Bridgeport, Conn.
Brooklyn, N. Y.
Buffalo, N. Y.
*Chicago, Ill.
Cincinnati, O.
Cleveland, O.
Dayton, O.
Detroit, Mich.
Gary, Ind.
Grand Rapids, Mich.
Grosvenor Library (Buffalo)
Indianapolis, Ind.
*Jersey City, N. J.
John Crerar Library (Chicago)
*Los Angeles, Calif.
Minneapolis, Minn.
New York, N. Y.
(Circulation Department)
Pittsburgh, Pa.
Queens Borough, N. Y.
St. Louis, Mo.
*St. Paul, Minn.
*San Diego, Calif.
San Francisco, Calif.
Seattle, Wash.
Somerville, Mass.
Toledo, O.
Washington, D. C.
Worcester, Mass.

In some of these libraries the schedules provide for all ordinary contingencies and are rigidly and uniformly applied; in others, as in the John Crerar Library, they seek to establish general principles but are kept as flexible as possible. Many other libraries, among which are Berkeley, Des Moines, Oakland, Portland, Ore., and Tacoma, have adopted definite salary schedules for the various grades into which the staff is divided, but without sufficiently definite rules governing appointments and promotions to be classed as a graded service, in the sense in which the term is used in this report.

A graded service, in this sense, is reported only by the following libraries, among those of less than 100,000 volumes:

*East Orange, N. J.
Kalamazoo, Mich.
Pomona, Calif.
St. Joseph, Mo.
San Bernardino County, Calif.
Springfield, Ill.
Umatilla County, Ore.
Ventura County, Calif.

The scheme of service of the Somerville Public Library may be cited as illustrative of the objects and the general nature of the graded service in libraries. Its purpose is explained as follows: "The scheme of service established for the government of the staff of the Somerville Public Library has been adopted because, after careful trial and long experience, the trustees are convinced that under its operation the citizens of Somerville receive the maximum degree of courteous, intelligent, and efficient public service. It aims to eliminate influence and favoritism, and to insure appointments and promotions solely for fitness. It is believed that a premium is thereby placed upon training, ambition, good breeding, and devotion to the ideals of public welfare, that results in the highest type of disinterested service. As far as consistent with these standards it is the policy of the library administration to give preference to Somerville people and to members of the staff in making appointments and promotions." The scheme provides that the staff of the library "shall be appointed, promoted, and retained for educational and technical qualifications and efficiency only"; also that "no relative or member of the family of a trustee shall be employed in any capacity," and that "the staff shall be under the direction of the librarian, subject to the board of trustees and its committees."

The staff is divided into the professional graded service and the ungraded service. The latter includes "attendants and pages, copyists, and others in positions involving routine non-professional duties." The professional graded service includes the following grades:

Administrative grade: Librarian, assistant librarian, librarian's executive assistant, and others who may be so designated.

Grade 1: Incumbents of executive and special positions in whom are vested discretionary powers in the control of em-

ployes, in the expenditure of money appropriated for their departments, in the direction and supervision of work, and in the maintenance of relations with the public, and of whom are required executive ability, capacity for initiative, and technical experience.

Grade 2: Senior assistants of established judgment, skill, and experience, proved capacity for fixed responsibility, and knowledge of specialized branches of library work.

Grade 3: Junior assistants of some training and experience in library technique, and capable of the discharge of ordinary routine duties.

The scheme of service also enumerates the various positions which are classed in each grade, outlines the requirements for promotion within the staff and for appointment from without, and prescribes the rules governing examinations and experience ratings, hours of service, salaries, and vacations.

II. CERTIFICATION

Seven states (California, Ohio, Oklahoma, Tennessee, Texas, Utah, and Wisconsin) have laws which make provision of some kind for the certification of librarians. In all of these states no compulsory provision is made for the certification of all library employes, but no person may be appointed librarian of any library of specified types until he has received a certificate of qualification in accordance with the requirements. In Ohio, Tennessee, Texas, and Utah the law relates only to appointment as librarian of a county library. In California certification is required for the position of librarian of a county library, and also of all librarians who are employed more than two hours a day in any high school. Certification is required in Oklahoma for appointment as librarian of a free public library in any city of the first class, or of any state or public school library.

In Wisconsin no person may be appointed librarian of any public library, except in a city of the first class, until duly certified.

A voluntary system of certification is in force in four states: in New York under the direction of the board of regents of the University of the State of New York, and in California, Iowa, and South Dakota under the direction of the state library association.

Certificates of various grades are provided for in all of the voluntary systems, and make possible the certification, in some grade, of all library workers. Among the seven states where certification is required by law, certificates of different grades are issued in Wisconsin, where the law provides for four grades, and in Oklahoma.

Definite requirements of education, professional training, and experience, are prescribed in detail by all of the voluntary systems, and also in Oklahoma and Wisconsin, giving the prerequisites for certification in any of the grades.

The essential provisions for certification in each state are given below.

California.—Appointments to the position of county librarian are subject to the following provisions of the county free library law:

"No person shall be eligible to the office of county librarian unless prior to his appointment he has received from the board of library examiners a certificate of qualification for the office."

"At the time of his appointment, the county librarian need not be a resident of the county nor a citizen of the state of California."

"Persons of either sex shall be eligible to certification for the office of county librarian."

The requirements for certification are thus outlined, in part, by the board of library examiners:

1. Library experience: At least a year's actual and successful library experience, and thorough knowledge of library science and technique, as a prerequisite. A good, general education is necessarily implied in such a requirement.

2. Knowledge of library conditions: A knowledge of all library laws in California, particularly of the act relating to county free libraries, and a definite knowledge of conditions in every California county free library up to the time of taking the examination.

3. Executive ability: One of the most important qualifications of the county librarian is executive ability.

4. Personality: He should have the tact to handle a difficult situation successfully, ability to meet people, a spirit of helpfulness ...., independence of decision, and a readiness to co-operate with any person or institution striving to give service to the people.

The examination consists of discussions, both oral and written, of topics assigned by the board of library examiners. The subjects on which markings are based are the following: (1) General education, library experience; (2) Library science and technique; (3) Library conditions and laws in California, and in general; (4) Personality and fitness, executive ability. Examinations are held at the pleasure of the board of library examiners.

When the applicant has satisfied the requirements of the board of library examiners he will receive a certificate of qualification, which shall make him eligible for appointment to any county free librarianship in the state. Candidates must attain an average grade of at least 75 per cent. in examination to be granted a certificate. Those falling below a 75 per cent. marking in personality and fitness and executive ability may, in the discretion of the board, be denied a certificate. Certificates shall be valid for five years, at the end of which time they may be renewed or a new examination required.

The county free library law creates a board of library examiners, consisting of the state librarian, who shall be *ex officio* chairman, the librarian of the public library of the city and county of San Francisco, and the librarian of the Los Angeles Public Library. The members receive no compensation; necessary traveling expenses are paid from the state library fund. The board "shall pass upon the qualifications of all persons desiring to become county librarians, and

may, in writing, adopt rules and regulations not inconsistent with law for its own government, and for carrying out the purposes of this act."

Certification of school librarians is also provided for by the California law. "County boards of education have power to grant special certificates, authorizing the holders to serve as a librarian .... in the schools of the county. No librarian shall be employed for more than two hours a day in any high school, unless such librarian holds a high school certificate or a special teachers' certificate in library craft technique and use, of secondary grade."

A plan for voluntary certification was adopted by the California Library Association in accordance with a resolution adopted at the annual meeting of the association in 1921. Under this plan, certificates are granted only to paid-up members of the California Library Association, on payment of $1 when the application is filed and $1 when the certificate is granted. Under the latest revision (January, 1926) three kinds of certificates are provided for as follows:

I. A Special Executive Certificate will be granted on application to anyone fulfilling the following requirements:

a.
1. Education. Graduation from an approved college.
2. Training. Not less than one year of study in a library school giving a full school year's course of instruction with recommendation of the director.
3. Experience. Five years of successful executive library experience.

or

b.
1. Education. Not less than a four-year course in an approved high school or its equivalent.
2. Experience, fifteen years of successful library experience, of which at least five years have been in executive work. (See note concerning equivalents.)

II. A General Professional Certificate will be granted on application to anyone fulfilling the following requirements:

a.
1. Education. Graduation from an approved college.
2. Training. Not less than one year of study in a library school, giving a full school year's course of instruction with recommendation of the director.
3. Experience. None required, but accepted as equivalents for education and training. (See note concerning equivalents.)

or

b.
1. Education. Not less than a four-year course in an approved high school or its equivalent.
2. Experience. Ten years of successful experience in general or special library work. (See note concerning equivalents.)

III. An Elementary Certificate will be granted to anyone fulfilling the following requirements:

a.
1. Education. Not less than one year of successful study in an approved college.
2. Training. One year of study in a library school giving a full school year's course of instruction with recommendation of the director.
3. Experience. None required, but accepted as equivalents for education and training. (See note concerning equivalents.)

or

b.
1. Education. Not less than a four-year course in an approved high school or in an institution of equal standing.
2. Experience. Four years' successful library experience, for part of which training may be accepted as substitute if approved by the committee.

Equivalents in study or experience, for college education and li-

brary school training will be considered in every case. Two years of successful experience will be considered equivalent to one year of college or of library school study.

Anyone who has not had the necessary college study or library school training, nor their equivalents in experience, may qualify for any certificate by passing an examination for the certificate desired.

In the case of a Special Executive Certificate no equivalent is accepted for the five years' successful executive library experience.

The committee, in defining executive, takes into consideration such factors as size of library, number of books circulated, number of employes, amount of money in budget, ability to co-operate with fellow workers, etc.

The minimum requirement is not less than a four-year course in an approved high school or in an institution of equal standing.

Applications are considered, and certificates are issued, by a certification committee of the California Library Association. This committee consists of five members, appointed by the president for terms of five years from members of the association who are engaged in library work and are not connected with any training school. Certificates granted may be revoked by the committee for cause. The total number of certificates issued to date (June, 1926) is 562, of which 147 have been issued since May 1, 1926, under the impulse of increased interest in the certification system and the relation believed to exist between certification and better salaries.

Iowa.—A plan of voluntary certification was adopted by the Iowa Library Association in 1919. The board of certification consists of five members: the chairman of the Iowa Library Commission, *ex officio,* who shall be chairman of the board; the secretary of the Iowa Library Commission, *ex officio,* who shall be secretary of the board; and one trustee, one librarian, and one assistant, elected by the association for terms of three years. Certificates of four grades may be issued, which, with their alternative requirements, are as follows:

GRADE A LIFE CERTIFICATE

1.

Education: Full college course.
Library training: At least one year library school course.
Experience: Three years' acceptable administrative service or requiring special technical qualifications in an approved library of 50,000 volumes or over or in a town of 50,000 population or over, *or*—

Five years' acceptable administrative service or requiring special technical qualifications in a smaller approved library.

2.

Education: Three years' college work.
Library training: One year library school work.
Experience: Three years' acceptable administrative service or requiring special technical qualifications in an approved library of 50,000 volumes or over or in a town of 50,000 population or over, *or*—

Five years' administrative service or requiring special technical qualifications in a smaller approved library.

3.

In lieu of college and library school training the board may grant a Grade A Certificate for ten years' notable administrative service in a library of 50,000 volumes or over or in a town of 50,000 population or over at the time this schedule is adopted and the presentation of a thesis on a designated phase of library economy.

GRADE B FIVE-YEAR CERTIFICATE

1.

Education: Two years' college work.
Library training: One year approved library school course.
Experience: Three years' acceptable service in an approved library.

2.

Education: Graduate of an approved normal school.
Library training: One year approved library school course.
Experience: Three years' acceptable library service in an approved library.

3.

Education: High school certificate.
Library training: One year approved library school course.
Experience: Three years in an approved library.

4.

In lieu of either college or library school training.
Education: High school certificate.
Experience: Five years' acceptable service in an approved library.
Thesis: On a designated phase of library economy.

5.

In lieu of both college and library school courses.
Education: High school certificate.
Thesis: On a designated phase of library economy.
Experience: Ten years' successful service in an approved library.
To be renewed for life upon furnishing evidence of successful service during the period of certificate.

GRADE C THREE-YEAR CERTIFICATE

Education: Full high school course or its equivalent.
Library training: Six weeks' approved summer school course.
Experience: Three years' acceptable service in an approved library.
To be renewed for five years.

GRADE D ONE-YEAR CERTIFICATE

1.

Education: Full high school course or its equivalent.
Library training: Six months' acceptable apprentice work in an approved library under a librarian holding at least a Grade B certificate.

2.

A Grade D certificate to be granted to holder of certificates from the Iowa Library Summer School when recommended by the faculty.

Credit will also be given in Grades C and D for reading in an approved course in library economy.

Administrative service to be understood as work at head of a library or a department involving the direction of other workers.

In each grade such equivalents to be accepted for educational

qualifications and library school and summer school training as shall be approved by the National Board of Certification.

To date, nineteen certificates have been issued in Iowa: eight life certificates, five five-year certificates, five three-year certificates, and one one-year certificate.

New York.—A plan of voluntary certification is operated by the regents of the University of the State of New York. Since the beginning of the certification plan in New York in 1923, a total of 322 certificates have been granted: Librarian's Professional Grade A, 56; Librarian's Professional Grade B, 107; Librarian's Professional Grade C, 70; Library Worker's Grade A, 73; Library Worker's Grade B, 16. The rules governing the issuance of certificates "to librarians and library workers," as amended June 26, 1924, are as follows:

Certificates based upon general and professional education, examination and evidence of successful experience in library work may be issued by the president of the university to candidates having the qualifications hereinafter prescribed.

1. LIBRARIAN'S PROFESSIONAL CERTIFICATE GRADE A.

a. General education. Four years' full work in an approved college or university or satisfactory evidence of educational attainments substantially equivalent thereto.

b. Professional education. One year's full work in an approved library school with evidence of satisfactory completion; or, a minimum rating of 75 per cent. in a Regents examination in library economy.

c. Experience. An approved library experience of 5 years in a position of high responsibility and authority requiring the exercise of independent judgment and decision.

d. Alternative. In lieu of the requirements above prescribed in *a* and *b*, there may be accepted satisfactory evidence of distinguished or substantially equivalent educational and professional attainments; or, approved corresponding service grades acquired in libraries in the state of New York, whose formally adopted provisions for the

appointment and promotion of employees establish standards, as determined by records of training or special tests, substantially equivalent to the requirements above mentioned; and in every case an approved library experience of 5 years in a position of high responsibility and authority requiring the exercise of independent judgment and decision, in a library of at least 50,000 volumes or of one situated in a community having a population of 50,000 or over.

Such certificate shall be valid for life.

2. LIBRARIAN'S PROFESSIONAL CERTIFICATE GRADE B.

a. General education. Two years' full work in an approved college or university or satisfactory evidence of educational attainments substantially equivalent thereto; or, graduation from an approved normal school; or, 4 years' full work in an approved high school or institution of equivalent standards with evidence of satisfactory completion and in addition thereto a minimum rating of 75 per cent. in a Regents examination in literature and general information.

b. Professional education. One year's full work in an approved library school with evidence of satisfactory completion; or, a minimum rating of 75 per cent. in a Regents examination in library economy.

c. Experience. An approved library experience of 5 years in a position of considerable responsibility and authority; or, 1 year's full work in an approved library school and an approved library experience of 2 years acquired subsequent to the training; or, 2 years' full work in an approved library school and an approved library experience of 1 year acquired subsequent to the training.

d. Alternative. In lieu of the requirements above prescribed in *a* and *b*, there may be accepted approved corresponding service grades acquired in libraries in the state of New York, whose formally adopted provisions for the appointment and promotion of employees establish standards, as determined by records of training or special tests, substantially equivalent to the requirements above mentioned, and an approved library experience of 5 years in a position of considerable responsibility and authority.

Such certificate shall be valid for 5 years from date of issue and may be renewed for life upon submission of evidence of successful work during the period for which the certificate was issued.

3. Librarian's Professional Certificate Grade C.

a. General education. Two years' full work in an approved college or university or satisfactory evidence of educational attainments substantially equivalent thereto; or, graduation from an approved normal school; or, 4 years' full work in an approved high school or institution of equivalent standards with evidence of satisfactory completion and in addition thereto a minimum rating of 75 per cent. in a Regents examination in literature and general information.

b. Professional education. One year's full work in an approved library school with evidence of satisfactory completion; or, a minimum rating of 75 per cent. in a Regents examination in library economy.

c. Experience. None required of candidates who have had the training in an approved library school; all others, an approved library experience of 3 years.

d. Alternative. In lieu of the requirements above prescribed in *a* and *b*, there may be accepted approved corresponding service grades acquired in libraries in the state of New York, whose formally adopted provisions for the appointment and promotion of employees establish standards, as determined by records of training or special tests, substantially equivalent to the requirements above mentioned, and an approved library experience of 3 years.

Such certificate shall be valid for 5 years from date of issue and may be renewed for a like period upon submission of evidence of successful work during the period for which the certificate was issued.

4. Library Worker's Certificate Grade A.

a. General education. Four years' full work in an approved high school or institution of equivalent standards with evidence of satisfactory completion; or, 2 years' full work in such school or institution and a minimum rating of 75 per cent. in a Regents examination in literature and general information.

b. Technical education. Six weeks' full work in a short library course in an approved library school or training class with evidence of satisfactory completion; or, a minimum rating of 75 per cent. in a Regents examination in library economy.

c. Experience. An approved library experience of 2 years averaging not less than 10 hours' work a week.

Such certificate shall be valid for 3 years from date of issue and may be renewed for a like period upon submission of evidence of successful work during the period for which the certificate was issued.

5. LIBRARY WORKER'S CERTIFICATE GRADE B.

a. General education. Four years' full work in an approved high school or institution of equivalent standards with evidence of satisfactory completion; or, 2 years' full work in such school or institution and a minimum rating of 75 per cent. in a Regents examination in literature and general information.

b. Technical education. Not less than 6 weeks' full work in a short library course in an approved library school or training class with evidence of satisfactory completion; or, a minimum rating of 75 per cent. in a Regents examination in library economy.

c. Experience. An approved library experience of 6 months averaging not less than 10 hours' work a week.

Such certificate shall be valid for 2 years from date of issue and may be renewed for a like period upon submission of evidence of successful work during the period for which the certificate was issued.

Places and Times for Examination. Applicants will be duly informed of the examinations which shall be adapted to the grade of certificate sought and shall be held in January and June during the week in which Regents examinations occur, at such places as may be designated from time to time by the University.

Ohio.—The county library law creates a state board of library examiners, consisting of the librarians of the two public libraries of largest circulation in the state, the director of state library service, and two persons representing rural library work chosen by the state library commission. The members chosen by the state library commission shall serve for four years, one appointment expiring every second year. "Such board shall examine applicants for the position of county district librarian. No person who has not received a

certificate of qualification from the state board of library examiners shall be employed as librarian in charge of any county library district."

Only one county library is at present operating under this law, and there has thus far been no occasion for the board of examiners to function.

Oklahoma.—The state law provides that the Oklahoma Library Commission shall constitute a board of library examiners who shall issue librarians' certificates under reasonable rules and regulations to be promulgated by the board; that no person shall be appointed head librarian in any free public library or in any state school or public school library, in any city of the first class, who is not in possession of a library certificate issued by this board. Upon submission of satisfactory evidence that no qualified librarian is available for appointment, a temporary certificate, valid for one year, may be issued upon written application of the library board. Such certificates shall not be renewed or extended. Librarians holding positions at the time of the passage of this act were entitled to receive life certificates in accordance with positions then held, without examination.

The requirements for certification are as follows:

FIRST GRADE CERTIFICATE

A. Education: Four years' college course.
B. Library training: Library degree from a library school approved by the A.L.A. Training Board.
In lieu of above college and library training, ten years' administrative library work prior to January 1, 1926, will entitle the applicant to a librarian's certificate of the first grade.

SECOND GRADE CERTIFICATE

A. Education: Four years' college course.
B. Library training: One year of a library school course approved by the A.L.A. Training Board.
C. Experience: One year's administrative library experience.

In lieu of above, six years' administrative library work prior to January 1, 1926, will entitle the applicant to a certificate of the second grade.

TEACHER-LIBRARIAN CERTIFICATE

A. Education: Four years' college course.
B. Library training: Six weeks' library school in a school approved by the A.L.A. Training Board.
In lieu of library school training, one year's acceptable library experience in a library of 10,000 volumes under a librarian with first grade librarian's certificate will entitle the applicant to a teacher-librarian's certificate.

THIRD GRADE CERTIFICATE

A. Education: Two years' college course.
B. Library training: Six weeks' library school in a school approved by the A.L.A. Training Board.
C. Experience: One year's administrative library experience.

OR

A. Education: Four years' high school course.
B. Library training: One year in apprentice class of library approved by the A.L.A. Training Board.
In lieu of above, four years' administrative library experience prior to January 1, 1926, will entitle the applicant to a certificate of the third grade.

LIBRARY WORKER'S CERTIFICATE

A. Education: Four years' high school course.
B. Library training: Six weeks' library course in a school approved by the A.L.A. Training Board.
In lieu of above, two years' library experience will entitle the applicant to a library worker's certificate.

ONE-YEAR TEMPORARY CERTIFICATE

A. Education: Four years' high school course.
B. Library training: Six weeks' library school training in a school approved by the A.L.A. Training Board.
In lieu of above, affidavit of a library board that no qualified applicant is available and the passing of a general education test with a grade of not less than 75 per cent. will entitle the applicant to a temporary certificate.

Certificates are not issued to residents of other states until they have given satisfactory proof of their intention to establish their residence in Oklahoma. The board meets to grant certificates or to conduct examinations every three months. Since the enactment of this law, in 1925, forty-seven certificates have been issued.

South Dakota.—A voluntary certification plan was adopted in 1917 by the South Dakota Library Association. The board of certification consists of five members. The chairman shall be a member of the South Dakota Library Commission, elected by that body; the secretary shall be the state field librarian; of the remaining three members, two shall be librarians from public libraries, and one shall be a librarian from an educational institution, elected by the state library association for terms of three years. Certificates are issued as follows:

CLASSES OF CERTIFICATES

Librarian's certificates shall be of three grades as follows:

LIFE CERTIFICATE

I.

Education: Full college course.
Library training: At least one year of library school.
Experience: Three years' successful administrative service in a library organized and cataloged according to a standard system, the work of which is approved by the board of certification.

II.

Education: Two years' college or two years' advanced normal.
Library training: At least one year library school.
Experience: Six years' successful service in an approved library meeting the requirements as stated above

III.

In lieu of college and library school, the board may grant a certificate for:

Experience: Eight years' successful administrative experience in an approved library and the successful passing of a practical examination in library economy and the presentation of a thesis on a subject approved by the board. Equal credit shall be given for examination and thesis.

In the case of librarians who have had one year in library school but who cannot meet the college requirement, a thesis only shall be required.

FIVE-YEAR CERTIFICATE

I.

Education: Two years' college or advanced normal.
Library training: One year library school.

II.

Education: Full high school course.
Library training: One year library school.
Experience: Two years' experience in an approved library.

III.

Education: One year college or advanced normal.
Library training: Six weeks' summer school and credit for reading course in library economy for second grade.
Experience: Four years' experience in an approved library.

IV.

In lieu of college and library school, the board may grant a certificate for:
Experience: Six years' successful administrative service in an approved library and the writing of a thesis on a designated phase of library economy.

THREE-YEAR CERTIFICATE

I.

Education: Full high school course or its equivalent.
Library training: One year library school.

II.

Education: Full high school course.
Library training: Six weeks' summer school.
Experience: Four years' experience.

ONE-YEAR CERTIFICATE

I.

Education: Full high school course or its equivalent.
Library training: Six weeks' summer school.

II.

Education: Full high school course or its equivalent.
Library training: One year's apprentice course and credit for reading course in library economy for this grade.

III.

In lieu of the apprentice course not less than six days' attendance at the institute conducted by the South Dakota Free Library Commission may be substituted.

READING LIST FOR CERTIFICATION

Bostwick, Arthur E.—American public library.
Olcott, Frances Jenkins—The children's reading.
Wyer, J. I.—U. S. government documents.
Learned, William S.—American public library and the diffusion of knowledge.
Walter, Frank K.—Periodicals for the small library.
Wheeler, Joseph L.—The library and the community.

OR

Ward, Gilbert O.—Publicity for public libraries.
Six months' issues of *Public Libraries* or *Library Journal.*

Tennessee.—The county library law of Tennessee created a state board of library examiners, consisting of the state librarian, who is *ex officio* chairman of the board, the state superintendent of education, the librarians of the four principal free libraries in Memphis, Nashville, Chattanooga, and Knoxville, and the president of the Tennessee Library Association or one appointed by the president. This board, however, is not at present functioning, because no libraries have been established under the county library law. It is provided that this board shall pass upon the qualifications of all persons desiring to become county librarians, and may, in

writing, adopt rules and regulations for carrying out the purposes of the law. All employes of the county free library whose duties require special training in library work shall be graded in grades to be established by this board according to the duties required of them, experience in library work, and other qualifications required.

Texas.—The county library law provides that no person shall be eligible to the office of county librarian unless prior to his appointment he has received from the state board of library examiners a certificate of qualification for office. This board consists of the state librarian, who shall be chairman *ex officio,* the librarian of the state university, *ex officio,* and three other well trained librarians of the state, who shall at first be selected by the state librarian and the librarian of the state university. Their terms shall be for six years, one retiring every two years. Successors of retiring members shall be chosen by the remaining members of the board.

Applicants for certification are given a written examination, which is passed upon by all the members of the board, and if successful in this must have an oral examination with a member of the board. Certificates are issued for two years, at the end of which they may be renewed without further examination if the work done as county librarian is satisfactory to the board. If the work is not entirely satisfactory the librarian is required to take library school training or to take another examination. Sixteen certificates have been issued since the law went into effect in 1919; eight of these have not been renewed.

Utah.—The county library law provides that no person shall be eligible to the office of county librarian unless prior to appointment he has received from the state board of education a certificate of qualification for the office.

Wisconsin.—A public library certification board is

created by the state law, consisting of five members: two, to be appointed by the governor, who shall be librarians or full-time assistants in public libraries in second, third, or fourth class cities of not less than 4,000 population; one, to be appointed by the governor, who is a trustee of a public library; one, to be selected by the Free Library Commission, who is a member of the Free Library Commission staff; and one member of the faculty of the University of Wisconsin, not connected with library work, to be elected by the president of the university. Each member shall serve for a term of five years. The member selected by the Free Library Commission shall serve as secretary of the board.

No person shall be appointed librarian or full-time assistant in any public library, except in a city of the first class, who does not hold a library certificate. Certificates are issued in four grades, as follows:

Grade One: Requiring three years' college work, a one-year course in an accredited library school, and two years' successful library experience.

Grade Two: Requiring one year's college work, a one-year course in an accredited library school, and two years' successful library experience.

Grade Three: Requiring high school graduation, a six-weeks' course in an accredited library school, and one year's successful library experience.

Grade Four: Requiring high school graduation, and including such additional requirements as shall satisfy the board that the applicant is able to do successful library work in the position to which such library certificate makes such applicant eligible.

The following is a summary of the most essential provisions of the law governing the issuance of certificates.

Whenever any applicant does not have the prescribed academic and library school training, the board may issue a certificate of any grade if it satisfy itself, by examination or otherwise, that the applicant has attainments substantially the equivalent of such pre-

scribed education and training and that all other conditions are met.

The board may issue to any person who has the required academic and library training qualifications but lacks the required library experience, a license to engage in certain library work for not to exceed one year. If at the end of the year the board is satisfied that said person has done successful work, it may renew such license for one year in cases where two years' experience is required to qualify for the certificate desired.

No person who does not hold a first grade certificate shall be employed as librarian in charge of a public library, in a city of 8,000 population or over, except in a city of the first class.

No person who does not hold at least a second grade certificate shall be employed as librarian in charge of a public library in a city of not less than 4,000 and not more than 8,000 population.

No person who does not hold at least a third grade certificate shall be employed as librarian in charge of a public library in a city of not less than 2,000 and not more than 4,000 population.

If the certification board is of the opinion that a library board, in a city of 2,000 population or over, is unable to secure a librarian who holds the requisite certificate, it may grant to such library board a permit to employ a person without the required certificate for a period of not to exceed six months, and such permit, in case of emergency, may be once renewed for a period of six months.

The number of certificates issued in Wisconsin since January 1, 1923, when the law went into effect, is as follows: First grade, 65; second grade, 53; third grade, 105; fourth grade, 50; total number of certificates, 273. Two permits and 37 licenses have been granted.

III. APPOINTMENTS AND PROMOTIONS

In all but a very few of the libraries reporting the appointment of the librarian is made by the board of trustees, or by whatever body or official is charged with responsibility for the administration of the library. If the position comes under civil service requirements, these of course dictate the method of selection. Where the library is under the direction of the

school board or board of education, as in Battle Creek, Flint, Indianapolis, Kalamazoo, Kansas City, Muskegon, and Terre Haute, this board of course has all the usual powers of library trustees, including the appointment of the librarian. In cities which are under the city manager form of government and which have no library board, the city manager ordinarily has the appointing power, as in Long Beach (under regulations of the city charter and subject to ratification by the city council), Sacramento, and Stockton. In St. Paul, under commission government, the commissioner of education has supervision of the library and appoints the librarian. In Duluth, under commission government, the appointment is made by the mayor.

Appointment is made by the mayor in several smaller libraries, also, notwithstanding the fact that there is a board of library trustees, and in a few of these the mayor appoints not only the librarian but the assistants. In Havre, Mont., the appointment of the librarian is made by the library board, subject to approval by the city council, and in Fairmont, Minn., the appointment must be approved by the mayor.

Only two libraries that are not under civil service report definitely that the appointment of the librarian is based on an examination, though several of the small libraries state that it is based partly on examination, apparently informal and non-competitive in nature. The Seymour Library, in Auburn, N. Y., reports that an oral and a written examination are given. The Morrisson-Reeves Library in Richmond, Ind., reports that the last two appointments were based on an examination, covering knowledge of library methods. In all the libraries where the position is under civil service, with the exception of Syracuse, the appointment is based entirely or in large part on an examination. This may be an "assembled" examination, as in Binghamton and Jersey City, or non-assembled, as in Chicago and Poughkeepsie.

In most libraries the appointment is made for an indefinite period, or "at the pleasure of the board." In approximately one-fifth of the libraries reporting it is made for a definite period. This is usually one year, but sometimes longer: in Indianapolis the appointment is for four years and in St. Louis it is for five years.

In Arizona a state law provides that the trustees of a public library may elect a librarian "who shall be a resident of the city." *(Revised statutes of Arizona,* 1913, p. 656.)

Staff appointments.—Approximately two-thirds of the libraries reporting state that members of the staff are appointed by the board in conjunction with the librarian or on his recommendation. The figures do not indicate the precise degree of difference which may exist between a method which is so described and the methods reported by other libraries where appointments are said to be made by the librarian. Approximately 12 per cent. of the libraries of more than 20,000 volumes, and 8 per cent. of the smaller libraries, report that appointments are made by the librarian; approximately 15 per cent. of the larger libraries and 35 per cent. of the smaller, report that they are made by the board. Among those which report that the librarian appoints are Bridgeport, Des Moines, Hartford, Knoxville, Memphis, Pittsburgh, Sioux City, and Washington. In Sacramento appointments are made by the librarian, subject to the approval of the city manager.

In Brooklyn all staff appointments are made by the executive committee of the board, on the recommendation of the chief librarian and the administration committee. In New York, Circulation Department, they are made by the committee on circulation, on the recommendation of the chief of the circulation department and the approval of the director of the library, subject to the approval of the executive committee of the board; in the Reference Department they are made by

the executive committee of the board, on the director's recommendation. In St. Louis they are made by the board, on a favorable report of the administration committee on the librarian's recommendation.

Reports from the libraries of less than 20,000 volumes indicate that local residents are employed almost exclusively. Among the larger libraries 125 out of 164 report that, other things being equal, preference is given to local residents.

Definite age limits governing appointments are reported by very few. Several, including Evansville, Louisville, Memphis, and San Francisco, report limits of 18 and 35. A minimum of 18 is reported by Nashville and New Rochelle. Similar limits are reported by others as being ordinarily considered desirable, especially for admission to a training class. Worcester has limits of 18 and 30 for junior assistants and of 21 and 35 for senior assistants. East Orange reports that the New Jersey Civil Service Commission usually quotes the following as desirable limits: 18 to 25 for junior assistants; 22 to 30 for senior assistants; and 25 to 40 for heads of departments. Each examination set by the commission prescribes the age limits for that examination, and the "appointing authority" (the librarian) is permitted to state his or her preference as to what the limits should be.

Examinations for appointment.—Appointments to positions on the staff are based wholly or partly on examinations in all of the libraries which are under civil service, with the exception of Syracuse, where the "examination" is merely a formal statement of education, training and service. In Rochester also the examination sometimes takes this form, but written examinations are sometimes given. In San Diego the written examination counts seven points, education one and a half, personality one, and seniority half a point. In Long Beach, in the two examinations that have been held since civil service was incorporated in the city charter in

1921, the army efficiency test was the only written examination; rating was based also on education, personality, and efficiency, and the librarian was given a large part in determining the final grade.

In most of the libraries reporting the papers are prepared and rated by the civil service commission, but in Evanston and Poughkeepsie both the preparation and the rating are done by the library. In Chicago the library prepares and rates the papers, and the commission compiles the efficiency rating from the monthly efficiency records reported to it by the library. In San Diego the papers are sometimes prepared by the librarian, and sometimes by the librarian of another city, at the request of the civil service commission, and are rated by the librarian of another city who is paid by the commission for the service. In New Rochelle the library states its requirements and suggests questions, and the examination is conducted by the commission in conjunction with the library.

In most of the large libraries which are not under civil service, and in most of the smaller libraries which conduct training or apprentice courses, appointments are indirectly based on examinations by reason of the requirement that appointees must be graduates of a library school or of the library's own training class, or must have had experience in other libraries where similar requirements prevail. Very few, however, report that examinations are regularly, if ever, given as a prerequisite for appointment to specific vacancies. In the libraries which are not under civil service, examinations are thus confined very largely to tests given to staff members to establish their fitness for promotion. In Boston an examination is required for appointment to all positions below the rank of department head. The papers cover knowledge of literature, history, foreign language, current

topics, geography and arithmetic (in lower grades), and (in higher grades) library technique.

Principles of promotion.—Practically all of the libraries reporting state that in all positions on the professional staff, from the lowest up to or including the position of department head at least, vacancies are ordinarily filled by promotion if there is anyone in a lower grade who is qualified to fill the vacancy. Many replies indicate also that the same principle is followed whenever possible in filling vacancies in the higher positions. In libraries which have a graded service, salary increases within a grade are usually automatic (assuming reasonably satisfactory service) up to a specified limit. Promotions from one grade to another are usually dependent on vacancies in the higher grade, but in a few libraries promotions may be made in rank, irrespective of vacancies in specific positions. Thus, in Berkeley, promotions are sometimes made regardless of vacancies; in Grand Rapids promotions are made, irrespective of positions, on the basis of the quality of work done; in Toledo promotions in rank, carrying salary increases, are made irrespective of specific positions. St. Louis reports that promotions and salary increases are to some extent independent; a promotion usually, but not always, involves an increase, and comparatively few increases are unaccompanied by promotion.

Eligible lists of staff members who have qualified for promotion are kept in only a few of the libraries reporting: Birmingham, Boston, Brooklyn, Cleveland, East Orange, Jersey City, New York (Circulation Department), Portland, Ore., Queens Borough, N. Y., St. Louis, San Diego, and San Francisco.

The general principles governing promotions are definitely stated by several libraries as follows:

Indianapolis: Promotion to a higher grade when the maximum

is reached in a given grade, or to one involving different qualifications, is conditioned on satisfactory efficiency ratings and promotion tests made in previous grades by qualified and eligible applicants. Seniority of service does not in itself justify promotion or increase in compensation. The latter depend upon a satisfactory increase in the value of service rendered. Length of service unaccompanied by increased efficiency is rather a reason against than in favor of an advance in salary.

Minneapolis: Requisites for promotion to a higher grade or increase in salary within the grade involve, in general, four things, noticeable lack of any one of which may hinder or prevent promotion: (a) Education. This may be determined by certificate or diploma, or, failing these, by examination; (b) Special fitness. This is ascertained by reports of work, or if desirable by examination also; (c) Increased efficiency. Exceptional efficiency and rapid growth will be recognized by more rapid promotion; (d) Personal qualifications. These are judged by personal knowledge and by report.

New York (Circulation Department): Promotions between the several grades are based upon educational and technical tests and service ratings, including personal qualifications.

St. Louis: Qualifications required for promotion involve in general three things—education, special fitness, and personality. Failure in any one of these will exclude from promotion. Education is determined by certificate or diploma; or failing these, by examination. Special fitness is ascertained partly by examination, partly by reports of work. Personal qualifications are judged by personal knowledge or by report. For the two upper grades, only such persons as are designated by the librarian as likely to receive promotion are admitted to the tests. Competition in the lower grades is generally open to all, except that occasionally an assistant not likely to be promoted may be advised that it would be a waste of time to enter.

Promotional tests.—An examination is a part of the requirements for promotion in the following libraries:

Boston: Technical or other subjects directly connected with the work of the position.

Bridgeport: Would not be given unless other qualifications were satisfactory.

Brooklyn: Book selection and library administration.

Chicago: Professional library topics.

Cleveland: In addition to the apprentice course examinations, apprentices who have not a college degree are required to pass an entrance examination in literature, history, and general information before promotion to the grade of junior assistant. Promotion from junior assistant to assistant is based on satisfactory service and a technical examination.

Detroit: General professional and book questions aiming to throw light on development of judgment and professional understanding, rather than on routine detail.

East Orange: Examinations are held if required by the civil service commission. Subjects depend on the nature of the position to be filled.

Jersey City: Experience, literature, history, government, library economy.

New Rochelle: Mostly technical, based on requirements.

New York (Circulation Department): Literature, library economy, general information, and language, depending on the grade for which the examination is given. A thesis on administration of a branch library is required for the grade of branch librarian.

Queens Borough, N. Y.: Literature, history, library economy.

Rochester: Civil service requirements.

St. Paul: Civil service requirements.

San Diego: Senior examinations cover loan and registration methods; book selection, adult and juvenile; simple classification and cataloging; reference books and general literature. Examinations for "principal assistant" cover problems of the department in which the appointment is to be made.

Somerville: Technical and educational.

Toledo: Book knowledge and work of the Toledo Public Library.

Worcester: Mostly high school subjects.

In the Grosvenor Library, Buffalo, examinations are required for promotion in the lower grades. For promotion to "assistant to department head" the preparation of "a special technical or bibliographical piece of work" is required; for promotion to department head, "a thesis on administration of the department vacant; a contribution, written or drawn, to-

ward improving conditions or work in one department or more in the Grosvenor Library." In St. Louis, likewise, the problem method is used as a promotional test, in place of or to supplement an examination. The test for the grade of first assistant is a written examination on library economy, an oral examination on current events, and "the preparation of an annotated bibliography suitable for publication"; for the grade of department head and branch librarian the test is "the preparation of a thesis involving an original investigation of some sort in connection with the work of this library, of actual value in administration and not simply perfunctory."

Only two of the libraries in which promotions are based partly on examinations report definitely the relative importance attached to the examination, to the "efficiency" records of the candidate, to special reports on her work, and to length of service. In Chicago the examination counts 5 points, the efficiency rating 4, and length of service 1; in Somerville the examination counts 40 per cent. and the efficiency rating 60 per cent. Worcester bases the promotion half on a written examination and half on a personality test, which is largely a service record; New York, Circulation Department, reports that the examination and the efficiency rating are considered of equal importance. Among libraries where no examinations are held, Birmingham counts 60 per cent. on efficiency rating and 20 per cent. each on length of service and special reports; Indianapolis and St. Joseph rank efficiency ratings of first importance, special reports second, and length of service third. Other reports are indefinite, but indicate that seniority, in most libraries, is a determining factor only when qualifications in other respects are equal.

Efficiency rating.—Formal efficiency records of the members of the staff are kept by only twenty-three of all the

libraries reporting. All of these are libraries of more than 100,000 volumes with the exception of East Orange and Long Beach, where the records are required by the civil service commission, and St. Joseph. Efficiency records usually are kept for all employes in the professional graded service, or for all below the rank of department head, and are usually based on reports made on each assistant by the head of the department. These reports, in most of the libraries, are made once a year or oftener. In Jersey City, Long Beach, and Oakland they are made once a month, and in San Diego every two months; Chicago makes an annual "efficiency estimate," which is supplemented by a monthly "efficiency report." Long Beach keeps a staff rating record, which is revised annually, in which education, training, experience, and efficiency are expressed in terms of figures. The record is used chiefly as a guide in making salary changes, and has been found very useful. Cleveland makes a full report annually, and a brief report at the middle of the year.

For the purpose of the efficiency reports, more or less formidable blanks are provided, with spaces for rating or comment on education and general information, administrative ability, personal qualities, and character of work. The "personal efficiency record" used in Seattle, for instance, calls for rating as excellent, very good, average, fair, or poor, on the following points: punctuality, quickness, accuracy, system, thoroughness, neatness in work, resourcefulness, loyalty, judgment, adaptability, knowledge of books, courtesy, businesslike qualities, ability to please the public, sense of responsibility, self-possession in emergency, ability to follow instructions, executive ability, professional interest, congeniality with staff, physical endurance, neatness and appropriateness of dress, whether inclined to ask for special privileges, whether inclined to visit with staff or public,

special fitness for the work of this position, ability to take criticism kindly and to profit by it. Most of the efficiency records ask for reports on the same, or similar, traits, though with many variations, so that further illustrations are unnecessary. Some of the civil service ratings include a system of demerits, regulated by a fixed schedule, for tardiness, absence without leave, and other offences.

At Grand Rapids the efficiency record is called a "service analysis: an aid to perfection, which serves also as a record of efficiency." The form provides space for comment under the following general heads, under most of which are mentioned various items on which analysis should be made: health (physical defects to be specified); personal qualifications for work (thirty-two items, among which are alertness of mind, evenness of disposition, initiative, intellectual capacity, openmindedness toward suggestion or new ideas, sense of responsibility, and studiousness); relations with public and with fellow workers (twelve items); attitude toward the library and its work (four items); ability in the use of books and knowledge (five items); skill in professional work (thirteen items); improvement during period of this record; specially good points; specially weak points; and remarks. This analysis is made by each assistant for herself, to obtain her own idea of herself, and also by her superiors, and is followed by a discussion with the librarian on the basis of the two ratings. "The main purpose of these analyses is to encourage a better self-understanding and to stimulate a greater effort to overcome shortcomings."

Most of the efficiency or service records are rated by general comment on each point or by grading as "good," "fair," etc., but a few libraries use a percentage rating. In East Orange, Jersey City, and Paterson, and other New Jersey cities which operate under the state civil service commission, the commission's regulations provide that all employes

shall be marked on a scale of 100: quantity of work performed to count 20; quality of work performed, 30; aptitude and capacity of initiative, 5; punctuality and attendance, 15; and character and habits, as affecting efficiency or trustworthiness, 30. In New York, Circulation Department, the rating is made in three sections, one covering quality of work, one quantity, and one personality; for a passing mark, 25 per cent. must be obtained in each of these sections, each of which counts 33 1/3 per cent. of the entire rating. In Somerville the total number of possible points on the "personal experience rating" is 1,000. Physical condition counts 100 points, or 10 per cent.; manual and clerical skill, 60 points, or 6 per cent.; mental attributes, 200 points, or 20 per cent.; social characteristics (including cheerfulness and good nature, tact, discreetness, and good will, or freedom from jealousy, arrogance, suspiciousness, etc.), 210 points, or 21 per cent.; esthetic standards (including neatness in person and work, taste in dress, reading, recreation, etc., and language), 60 points, or 6 per cent.; professional and altruistic standards, 370 points, or 37 per cent. To aid in analysis each group, as in Grand Rapids, is divided into from three to ten items, each of which counts a proportionate part of the total number of points for that group.

Intelligence tests.—Only a very few libraries report having made use of intelligence tests, either in examining new applicants or as a test of fitness for promotion. Brooklyn uses the Otis Group Intelligence Scale test for applicants for Grade I on the staff. The tests are found helpful in evaluating other reports and records of the applicant, and later service usually confirms the results of the tests. At Long Beach the Army Alpha test has been used twice by the civil service commission as a basis for appointment; later service confirmed to a large extent the results of the tests in regard to the qualities to which they applied,—accuracy,

speed, and clear thinking. Portland, Ore., has used an intelligence test in its training class. Tests have also been used experimentally, on one occasion, in Bridgeport and in Worcester, with results of uncertain significance.

IV. DUTIES AND QUALIFICATIONS

In libraries which have no graded service there is seldom, apparently, any definite outline of the duties required in the various positions or of the qualifications requisite for appointment or promotion. Many of the "schemes of service," too, are far from explicit, and co-ordination of the various schemes which have been adopted is practically impossible because of the variations in terminology, in grouping of positions, in requirements, and in degree of detail. In general, the grades of service most commonly recognized are librarian, assistant librarian, department head, branch librarian, senior assistant, and junior assistant. The duties of any grade in one library, however, may differ very considerably from the duties of a grade which is known by the same name in another; hence, although the relative degrees of ability and responsibility called for in these various grades probably correspond fairly closely in libraries of similar nature and size, no comparisons can be made with certainty. In some libraries, too, the classification is more distinctive, and therefore still less adapted to comparison.

Librarian.—Few libraries, apart from those which are operated under civil service or under certification requirements, report any definite regulations which ensure the appointment of a trained and qualified person as librarian, and reliance is generally placed on public opinion and on the character of the board. Specific requirements reported by individual libraries are as follows:

Detroit: Education equivalent to that represented by graduation

from a university of recognized standing and from an accredited library school; ten years of successful experience in library administration; thorough familiarity with modern library practice as applied to large municipalities; administrative and organizing ability; good address and superior judgment.

Kalamazoo: College, library school, and experience.

Long Beach: The city charter provides that the librarian must be a library school graduate, or must hold a library school certificate, or must be recommended by the board of library examiners established under the county library law.

Sacramento: The city charter provides that all library employes except apprentices must have had previous experience in library work or must pass an examination appropriate to the position it is designed to fill. Certificates from approved library schools, or library certificates issued by authority of the state or of other states, may be accepted in lieu of such experience or examination.

Washington: College education or the equivalent; library school training; extended experience in responsible library work and authoritative scholarship in a specialized field of library service.

Assistant librarian.—The qualifications reported for this position are as follows:

Berkeley: College and library school.

Fort Worth: College graduation, or the equivalent in service in a first-class library.

Kalamazoo: College, library school, and experience.

St. Paul: For all positions from principal assistant to assistant librarian, inclusive, the absolute requirement comprises graduation from a university or college of recognized standing, or its equivalent in study; also one year's course in a library school or its equivalent in experience. The amount of experience varies, being five years of experience in professional grades for chiefs of divisions and seven years for assistant librarian.

Washington: College or equivalent; library school; five years' experience.

In most libraries the positions of librarian and assistant librarian are not included in the graded service. Below those positions the ramifications become more numerous and more

extensive. The following summaries give the requirements specified for different positions in libraries where the classification seems to indicate some degree of uniformity.

Department heads.—Qualifications reported for the position of department head, and closely corresponding positions, are as follows:

Bridgeport: A college degree. (In rare instances a person of long successful experience in a corresponding department of library work, who has not had college training, may be appointed.) At least a one-year course in an approved library school; no equivalent. Successful library experience of at least five years. Proven initiative, executive ability, and ability to manage a staff.

Detroit: College graduation, two years' specialized library training, at least five years' experience, and special knowledge of service in the department.

East Orange: High school and library school training or equivalent, and at least two years' experience in a responsible position in a library of recognized standing.

Indianapolis: Training equivalent to that represented by four years of credits from an educational institution of recognized standing; special library training in a recognized library school, or extensive library experience; advanced research work and specialization in a particular field; critical knowledge of bibliographical sources of information.

Minneapolis: (Heads of departments and Heads of large branches.) College degree, or at least two years of college work or the equivalent; library school training, or specialized training and knowledge which is essential for specialized departments; library experience, at least one year of which has been in the Minneapolis Public Library. Executive and disciplinary ability, initiative, and co-operation.

Washington: College or equivalent; graduation from library school; five years' experience.

Division chiefs (or heads of minor departments).—A distinction is made between departments and divisions, or between large and small departments, in the following libraries, among others:

Detroit: Education equivalent to that represented by two years of attendance at a university of recognized standing; graduation from an approved library school; three years of successful library experience; and special knowledge of service in the division.

Indianapolis (minor departments): Three years' credits from an educational institution of recognized standing; training in a recognized library school or extensive library experience.

Washington: College or equivalent; library school; four years' experience.

Branch librarian.—Requirements for the position of branch librarian are reported as follows:

Detroit: Two years of college experience; one year of library school; two years' experience in duties of first assistant in branch library administration.

Indianapolis: Preferably not less than two years of approved college credits or equivalent, and not less than one year of approved library school training; special executive ability; thorough knowledge of library technique.

Minneapolis (large branches): At least two years of college work (degree preferred) or equivalent; library school training or specialized training and knowledge which is essential for specialized work; library experience, at least one year of which has been in the Minneapolis Public Library. Executive and disciplinary ability, initiative, and co-operation.

Tacoma: High school, library school, and some experience in a library system of recognized standing. College education highly desirable.

Senior assistant.—In eighteen libraries which report definite qualifications required for appointment as senior assistant, the minimum requirements are as follows:

Education:	
Four years of college or equivalent in	2
One year of college in	2
Full high school course in	14
Technical Training:	
Library school in	2
Library school or equivalent in experience in	8
Training class plus approved experience in	4
Training class alone in	4

Junior assistant.—The grade of junior assistant usually represents the lowest positions on the staff of professional assistants, exclusive of apprentices, part-time workers, and clerical assistants. Information concerning eligibility requirements has been contributed, in general, only from libraries which have a graded service. Hence data concerning minimum requirements governing admission to the staff in the lowest grades can be given only for those libraries, although most libraries, probably, have fairly definite minima below which candidates are ordinarily not accepted.

Reports from twenty-one libraries concerning requirements for the grade of junior assistant are as follows.

Education:	
Four years of college in	1
Two years of college in	1
Full high school course in	19
Technical Training:	
Library school in	2
Training or apprentice course in	19

Classification of service, Chicago Public Library.—Because of the difficulty of co-ordinating all the different schemes of classification, the schedules of the Chicago Public Library and of the New York Public Library, Circulation Department, are here cited in detail as illustrative, rather than typical, of the more comprehensive and explicit schemes of service which outline both duties and qualifications and prescribe the salaries within definite limits.

In Chicago the graded schedules for the professional staff are as follows:

GRADE I (Pages)

Duties: Under immediate supervision to perform the simplest routine work, such as shelving books and periodicals. All part-time positions.

Qualifications: Grade school graduation, no training, no experience.

Salaries: $600-$780.

GRADE II (Junior Library Assistant)

Duties: Under immediate supervision to perform simple routine requiring limited training or experience with some skill and accuracy.

Qualifications: Four years of high school, limited training or limited experience.

Salaries: $900-$1,020.

GRADE III (Senior Library Assistant)

Duties: Requiring training, experience, and ability; may or may not be supervisory and involve a higher degree of responsibility than Grade II positions.

Qualifications: Four years of high school, one year training class or three years' experience.

Salaries: $1,080-$1,440.

GRADE IV.

(Principal Library Assistant, Principal Reference Librarian, Branch Librarian Grade IV.)

Duties: Supervisory, involving accountability for work of others. Also positions which require the exercise of independent judgment in the performance of specialized or expert duties, but not necessarily supervisory.

Qualifications: Four years of high school; one year training class; three years' experience in Grade III or six years' experience in Grades II and III. College work can be substituted for experience, one year of college equivalent to one year of experience.

Salaries: $1,500-$1,740.

GRADE V.

(Head Library Assistant, Head Reference Librarian, Head Cataloger, Branch Librarian Grade V, High School Librarian, Head Children's Librarian.)

Duties: Supervisory, including accountability for work of others in a larger branch or section than in Grade IV positions. Also positions the duties of which require a higher order of specialized knowledge than in Grade IV positions, but not necessarily supervisory.

Qualifications: Four years of college or equivalent; library school training or equivalent; and two years' experience in supervisory

work in Grade IV or specialized type of position in Grade IV. Six years' experience in Grade IV may be substituted for the four years of college.

Salaries: $1,800-$2,100.

GRADE VI.

(Division Chiefs, Branch Librarians, Grade VI, Chief Assistants.)

Duties: Administration, requiring special qualifications and expert knowledge and involving responsibility for work of an entire bureau, division, or large branch.

Qualifications: Four years of college or equivalent; library school training or equivalent; and four years' experience in supervisory work in Grade V or specialized type of position in Grade V. Eight years' experience in Grade V may be substituted for the four years of college.

Salaries: $2,100-$4,500.

The clerical service, which includes Junior Library Clerks (messengers and stock assistants), Senior Library Clerks (typists, copyists, and filing clerks) and Principal Library Clerks (stenographers, financial clerks, and record clerks) is graded separately.

Classification of service, New York Public Library.—In New York (Circulation Department) the "library or technical service" has the following grades:

GRADE 1.

TITLES OF POSITIONS—

Junior Library Assistant; Junior Assistant Cataloger.

DUTIES—

Junior Library Assistant:

To perform under supervision prescribed details of routine library work.

Junior Assistant Cataloger:

To perform under supervision prescribed details of cataloging routine.

QUALIFICATIONS—

Junior Library Assistant; Junior Assistant Cataloger:

1. A certificate of graduation from a high school of recognized

standing, or evidence of other education recognized by the examining board as the equivalent.

2. Evidence of the completion of a satisfactory course of training in library work not less than four months in length, or six months of experience in library work recognized by the examining board as the equivalent of this training.

3. Such additional qualifications as may be required by the examining board.

SALARIES: $1,200-$1,440.

GRADE 2.

TITLES OF POSITIONS—

Library Assistant, Assistant Cataloger, Assistant Children's Librarian.

DUTIES—

Library Assistant:

To perform under the supervision of the Assistant Branch Librarian, or Branch Librarian, the more important routine work in branch libraries, and to supervise and be responsible for small branch libraries in the absence of the Branch Librarian, or to be in entire charge of the smallest and least important branch units.

Assistant Cataloger:

To perform important routine cataloging. Require knowledge of at least one foreign language. May involve supervision.

Assistant Children's Librarian:

Performed under the general supervision of a Supervisor of Work with Children. To assist the Children's Librarian in a large children's room or to be responsible to a Branch Librarian for the entire charge of a small children's room.

QUALIFICATIONS—

Library Assistant; Assistant Cataloger:

1. The minimum qualifications prescribed for Junior Library Assistant in Grade 1.

2. If appointed by promotion, not less than one year of appropriate experience in Grade 1.

3. A certificate of graduation from a library school approved by the examining board.

4. Such additional qualifications as may be required by the examining board.

The minimum qualifications shall consist of 1, 2 and 4, or 3 and 4.

Assistant Children's Librarian:

1. The minimum qualifications prescribed for Grade 1.

2. Evidence of completion of a satisfactory course of training in library work with children, not less than one year in length, or one year of experience in library work with children recognized by the examining board as the equivalent.

3. Such additional qualifications as may be required by the examining board.

SALARIES: $1,500-$1,740.

GRADE 3.

TITLES OF POSITIONS—

Branch Librarian (Minor Branch); Assistant Branch Librarian; Cataloger; Children's Librarian; Assistant Branch Reference Librarian; Assistant Branch Foreign Librarian.

DUTIES—

Branch Librarian (Minor Branch):

Require administrative ability and specialized knowledge. To direct and be responsible for a minor branch library.

Assistant Branch Librarian:

Require administrative ability and specialized knowledge. To act as assistant to the librarian of a major branch library.

Cataloger:

Involve supervision of Assistant Catalogers and Junior Assistant Catalogers and require a wide knowledge of library technique, of various systems of library classification and indexing and of at least two foreign languages. To perform the most difficult and responsible specialized cataloging work.

Children's Librarian:

Performed under the general direction of a Supervisor of Work with Children. To be responsible to the Branch Librarian for library work with children in a large branch library.

Assistant Branch Reference Librarian:

To perform research work, to select and arrange material for reference other than books, to give expert service to readers, to prepare book lists and to perform other reference work in branch libraries.

Assistant Branch Foreign Librarian:

Require an intimate knowledge of at least one foreign language and its literature. To select books in the required language and to take entire charge of the collection, to read books on approval for

purchase, to be in touch with foreign language readers, and with the community life of people of foreign nationality, to form clubs and hold meetings, and to perform other foreign work in branches.

QUALIFICATIONS—

Branch Librarian (Minor Branch); Assistant Branch Librarian; Assistant Branch Reference Librarian; Cataloger:

1. The minimum qualifications prescribed for Grade 2.

2. If appointed by promotion, not less than two years of appropriate experience in Grade 2.

3. A certificate of graduation from an approved library school, and not less than two years of experience in library work in a library of recognized standing.

4. Such additional qualifications as may be required by the examining board.

The minimum qualifications shall consist of 1, 2 and 4, or 3 and 4.

Children's Librarian:

1. The minimum qualifications prescribed for Grade 2.

2. If appointed by promotion, not less than two years of appropriate experience in Grade 2.

3. A certificate granted on the completion of a standard course of instruction in library work with children in a recognized library school, and not less than two years of library work with children in a library of recognized standing.

4. Such additional qualifications as may be required by the examining board.

The minimum qualifications shall consist of 1, 2 and 4, or 3 and 4.

Assistant Branch Foreign Librarian:

1. The minimum qualifications prescribed for Grade 2.

2. Native knowledge of at least one foreign language and literature.

3. If appointed by promotion not less than two years of appropriate experience in Grade 2.

4. A certificate of graduation from an approved library school, and not less than two years of experience in library work in a library of recognized standing.

5. Such additional qualifications as may be required by the examining board.

The minimum qualifications shall consist of 1, 2, 3 and 5, or 2, 4 and 5.

SALARIES: $1,800-$2,040.

GRADE 4.

TITLES OF POSITIONS—

Branch Librarian; Assistant Supervisor of Work with Children.

DUTIES—

Branch Librarian:

Require a high degree of administrative ability and specialized knowledge. To direct and be responsible for a major branch library.

Assistant Supervisor of Work with Children:

To assist the Supervisor of Work with Children in the entire administration of library work with children.

QUALIFICATIONS—

1. The minimum qualifications prescribed for Grade 3.

2. If appointed by promotion, not less than two years of appropriate experience in Grade 3.

3. A degree granted on the completion of a standard course of instruction in a college or university of recognized standing and a certificate of graduation from an approved library school and not less than four years of appropriate experience in library work in a library of recognized standing.

4. Such additional qualifications as may be required by the examining board.

The minimum qualifications shall consist of 1, 2 and 4, or 3 and 4.

SALARIES: $2,100-$2,700.

The clerical service is graded separately under the classes Junior Clerk, Assistant Clerk, and Clerk.

Statistics of education and training.—The following statistics are based on reports received from 673 libraries, giving the educational qualifications and the extent of professional training of the staff as it was composed at the time when the questionnaire was answered. Both the number of full-time and the number of part-time employes are included in these tables. It would probably be fair to assume that a majority of the part-time employes have had less education and training than those who are working full time, but there are no data on which to base statistics on this point. The percentages in the following tables are therefore computed on the number of full-time employes alone. Two-year libra-

ry school graduates are not included among the one-year graduates.

LIBRARIES OF MORE THAN 100,000 VOLUMES

	Number	Per Cent.
Libraries represented	47	
Full-time employes	4,590	
Part-time employes	930	
College graduates	1,095	23.85
Two-year library school graduates	193	4.20
One-year library school graduates	812	17.69
Training class (at least 6 months)	1,043	22.72
Less than 6 months' training	2,542	55.38

LIBRARIES OF 50,000-100,000 VOLUMES

	Number	Per Cent.
Libraries represented	57	
Full-time employes	779	
Part-time employes	211	
College graduates	172	22.07
Two-year library school graduates	32	4.10
One-year library school graduates	165	21.18
Training class (at least 6 months)	135	17.32
Less than 6 months' training	447	57.38

LIBRARIES OF 20,000-50,000 VOLUMES

	Number	Per Cent.
Libraries represented	133	
Full-time employes	751	
Part-time employes	214	
College graduates	165	21.97
Two-year library school graduates	29	3.86
One-year library school graduates	165	21.97
Training class (at least 6 months)	98	13.04
Less than 6 months' training	459	61.09

LIBRARIES OF LESS THAN 20,000 VOLUMES

	Number	Per Cent.
Libraries represented	440	
Full-time employes	828	
Part-time employes	401	
College graduates	150	18.11
Two-year library school graduates	22	2.65
One-year library school graduates	94	11.35
Training class (at least 6 months)	74	8.93
Less than 6 months' training	638	77.05

V. SALARIES

In the following tables are shown the highest, the lowest, and the average salaries reported for various positions on the staff in the libraries of each class: Class A (more than 100,000 volumes), Class B (50,000-100,000 volumes) and Class C (20,000-50,000 volumes). For Class D (less than 20,000 volumes) see below.

The positions represented are Librarian (Ln.), Assistant librarian (Ass't. Ln.), Heads of departments or divisions (Dep't. Hd.), Branch librarians (Br. Ln.), and general assistants (Ass't.), including both "senior" and "junior" assistants.

For positions where a minimum and a maximum salary are commonly reported, the lowest, highest, and average salaries are given for both the minimum and the maximum. An asterisk in the tables signifies that minima and maxima salaries were not reported, and that the figures quoted are the lowest, highest, and average for the whole class.

Class A.	Ln.	Ass't. Ln.	Dept. Hd.	Br. Ln.	Ass't.
No. of libraries reporting..	50	28	41	36	48
Lowest beginning salary...	*$2,400	*$1,650	$ 960	$ 720	$ 500
Highest beginning salary...			2,700	2,000	1,500
Average beginning salary..			1,734	1,525	925
Lowest maximum salary...			1,430	1,080	900
Highest maximum salary...	*10,000	*4,800	5,500	3,300	2,520
Average maximum salary..	* 5,003	*2,757	2,611	1,829	1,484

Eight libraries other than the 36 cited above, report only one salary for branch librarian, varying from $720 to $1,800.

Class B.	Ln.	Ass't. Ln.	Dept. Hd.	Br. Ln.	Ass't.
No. of libraries reporting..	45	27	31	17	41
Lowest beginning salary...	*$1,560	*$1,200	$1,060	$ 780	$ 600
Highest beginning salary...			1,750	1,800	1,200
Average beginning salary..			1,393	1,274	820
Lowest maximum salary...			1,200	840	720
Highest maximum salary...	*4,200	*2,250	2,200	2,200	1,680
Average maximum salary..	*2,767	*1,707	1,692	1,546	1,275

Nine libraries other than the 17 cited above report only one salary for branch librarian, varying from $600 to $1,800.

Class C.	Ln.	Ass't. Ln.	Dept. Hd.	Br. Ln.	Ass't.
No. of libraries reporting..	111	82	22	9	68
Lowest beginning salary...	*$ 700	*$ 360	$ 720	$ 420	$ 300
Highest beginning salary...			1,420	2,000	1,200
Average beginning salary..			1,263	1,140	749
Lowest maximum salary...			840	720	480
Highest maximum salary...	*3,200	*1,880	2,340	2,200	1,900
Average maximum salary..	*1,951	*1,290	1,542	1,500	1,116

Thirty-three libraries report only one salary for department heads, varying from $550 to $2,200. Fifteen report only one salary for branch librarian, varying from $600 to $2,040.

For the libraries of less than 20,000 volumes it is difficult to present accurate minima, maxima, or averages, because of the less definite salary schedules and especially because of the many variations in the number of hours daily (or weekly) that the libraries are open to the public. The smallest salary reported in this class for the position of librarian is $120 a year, for a library which is open four hours a day on two days each week. The highest salary reported is $2,460, in a library which is open twelve hours daily and has three people on its staff. Among all the libraries reporting which are open seven hours or more every day the average salary for the librarian is $1,415; the average of all which are open less than seven hours daily is $965. In 172 libraries of Class D the salaries of assistants vary from $240 to $1500.

VI. WORKING CONDITIONS

Hours of work.—Among 54 libraries of more than 100,000 volumes (Class A), the average number of hours called for by the working schedule is 41.7 a week. One library requires only 38½ hours; four require as many as 45. The schedules of 34 libraries require either 41 or 42 hours.

Six of the libraries have somewhat shorter schedules in summer.

Among 57 libraries of from 50,000 to 100,000 volumes (Class B), the average is 40.7 hours. Three libraries require only 38 hours; two require 45 hours. Either 41 or 42 hours are required in 28 libraries. Eight have slightly shorter schedules in summer.

Among 149 libraries of from 20,000 to 50,000 volumes (Class C), the average is 41½ hours. The lowest is 23 hours, reported by one library, and the highest is 72, reported by one.

It is difficult to obtain an average for the libraries of less than 20,000 volumes (Class D), because of the many variations in the number of hours that these libraries are open to the public. Among 272 libraries which are apparently open not less than seven hours a day, the average schedule is 44.6 hours.

In libraries of all four groups the time allowed for lunch or for supper varies from half an hour to one hour and a half, or, in a few of the small libraries, to two or even two and a half hours. One hour is the time allowed in approximately half of all the libraries reporting.

A free half day each week is allowed in 42 libraries among 55 in Class A; in 40 among 57 in Class B; in 74 among 149 reporting in Class C; and in 87 among 115 reporting in Class D. A few libraries allow a free half day less frequently than once a week: New Bedford and Salt Lake City, for instance, every two weeks, and Nashville every three weeks. A free half day is given each week during the summer months in Knoxville; also in Washington, where a short day (an hour and a half less than the full day) is given once a week in winter. Chicago gives a half day once a week from May to September, and twice a month from October to April. A whole day is given once a week in Dayton, New

Rochelle, and New York, Circulation Department. In East Orange the schedules require 40 hours of work each week. The staff have the option of working five eight-hour days, or five shorter days with a half day added; the preference is invariably an eight-hour day with a full day away. Pomona gives a whole day every two weeks, and, like East Orange, reports a unanimous preference for a whole day, rather than a more frequent half-day. Similar variations are reported by many of the smaller libraries.

The maximum number of evenings on which some or all assistants are required to work is reported as follows:

	Number of Evenings					
	1	2	3	4	5	6
Number of libraries, Class A.....	2	13	22	2		
Number of libraries, Class B.....	4	22	20	5		
Number of libraries, Class C.....	2	40	51	22	9	3

In the small libraries systematic rotation of work is reported by very few. Among the libraries of more than 100,000 volumes, nearly all report some rotation, and many report a definite maximum time limit without change of work, especially at the loan desk. The maximum varies from one to four hours; in most cases it is between two and three hours.

Sunday and holiday work.—Among 56 libraries in Class A, 29 give extra pay for work on Sundays and holidays; 16 allow time to be taken off during the week; others arrange as part of the regular schedule. Boston, Rochester, and the Forbes Library in Northampton have special staffs for Sunday and holiday service. Los Angeles gives extra pay for Sundays and holidays; Salt Lake City gives extra pay for holidays and time off for Sundays. Gary allows "time and a half" to be taken off during the week, and Des Moines allows double time to be added to the summer vacation period.

In Class B, practice is about evenly divided between giving extra pay and allowing time off during the week. A few libraries have special assistants for Sunday and holiday work. In Salem, Mass., the work is done by high school pupils who have had experience in the library as pages; the reading room only is open. St. Joseph requires Sunday and holiday work as extra service, without remuneration, in which all the staff take turns. Among the smaller libraries the same variations are reported, but more than half of those reporting include the necessary Sunday and holiday service as part of the regular staff schedules.

In most of the large libraries where extra pay is given for Sunday and holiday work, the amount of compensation for each assistant is determined by the amount of her regular salary. In New York, Reference Department, the rate is a little higher, and in Chicago a little lower, than the regular rate of pay; at the John Crerar Library, in Detroit Public Library, and in Newton, Mass. (for Sundays only), it is one and a half times the regular rate. Seattle pays 1/240th of the annual salary, not to exceed ten dollars. In Portland heads of departments are given time off instead of extra pay, and others are paid 1/240th of their annual salary. Grand Rapids pays 1/600th of the annual salary for four hours' work. In other libraries there is a fixed rate for all, which varies from 37½ cents to 50 cents an hour.

In all of the smaller libraries reporting, the pay is the same for all Sunday and holiday workers, and varies from 12½ cents an hour, at Joplin, Mo., to 87½ cents an hour at Montclair, N. J.

Over-time work and lost time.—Few libraries report any definite regulations governing compensation for over-time work. Boston and the Newberry Library give extra pay; Cincinnati, the Grosvenor Library, Jersey City, and San Francisco either give extra pay or allow an equal amount of

time to be taken off. In Chicago the lower grades of the service receive extra pay and the higher grades are given time off.

Few libraries which allow "time off" in compensation for over-time work report a definite rule governing the amount of accumulated time which may be credited. Indianapolis allows a maximum of 42 hours a year, Minneapolis 21 hours, and New York, Circulation Department, not more than 8 hours without special permission. In St. Paul over-time credits cannot be carried over from one calendar year to the next. Others report that over-time is not allowed to accumulate, but must be cancelled at the convenience of the library, or within a definite period. In Cleveland adjustments are made every six months.

Few libraries report definite regulations in regard to making up lost time. In Boston it is charged against the salary or deducted from the annual vacation. Oakland requires all lost time to be made up within the same week, and San Diego within the same month.

Nearly all the libraries in Class A, but only a few of the smaller libraries, require staff members to record each day's time of arrival, departure, etc., either on individual record cards or on time sheets. A time-record clock is used in the central library in Bridgeport, Chicago, Cincinnati, and Louisville.

Several libraries have definite penalties for tardiness. In Memphis and in St. Louis over-time is required equal to twice the time lost; in Nashville five "demerits" cause a free half day to be forfeited; in Boston excessive tardiness is charged against either the salary or the vacation; in Jersey City one day's pay is forfeited for tardiness five times in one month.

Vacations.—In a large majority of all the libraries reporting, vacations of equal length are given all members of

the professional staff, including the librarian. In some, however, administrative heads and perhaps senior assistants are given a longer vacation than those in subordinate positions, and in another minority group the length of vacation is regulated by the length of service.

Among the larger libraries where the people of higher rank receive longer vacations than other members of the staff are the following:

Birmingham: Director, vice-director, and department heads receive one month; branch librarians and first assistants, three weeks; junior assistants, two weeks.

Bridgeport: Calendar month for heads and first assistants; general assistants, three weeks; apprentices, two weeks.

Knoxville: Department heads, three weeks; others, two weeks.

Newberry Library: Department heads, one month; senior and junior assistants, three weeks.

Among the libraries which regulate the length of vacation by the length of service are the following:

Evanston: Two weeks to one month, according to length of service and type of work.

Indianapolis: Four weeks for those who have been on the staff five years or longer; three weeks for those who have served less than five years.

Nashville: One week after one year's service; two weeks after two years; three weeks from the third to the tenth year; and one month after ten years' service.

Toledo: Twelve working days after one year's service; 18 working days after two years; 24 working days after three years.

Worcester: Two weeks after one year; three weeks after two years; four weeks after five years.

Among the majority of libraries, where vacations of equal

length are given to all the professional staff, the period varies from two weeks to one month in the larger libraries, and from one week to a month in the smaller. In 27 libraries among 40 in Class A, and in 44 among 60 in Class B, three weeks or more are given; sometimes 21, 28, or 30 calendar days; sometimes a calendar month; and sometimes 24 or 26 working days. Among the smaller libraries vacations are usually somewhat shorter; in Class C 47 libraries among 120, and in Class D only 150 among 770, give three weeks or more; only 30 in Class C and 123 in Class D give as much as four weeks or a month; the average in each class is a little over two weeks.

In many libraries a vacation is granted only after a definite term of service. Thus Louisville, Oakland, Riverside, Sacramento, San Diego, San Francisco, and Worcester, require a full year's service; Des Moines requires eight months; Los Angeles, Memphis, St. Paul, and others, six months; and several require three months. Many others pro rate the vacation for service of less than a year. Denver allows one day for each month of service prior to May; Cincinnati, two days for each month prior to June 30; Indianapolis, two days for each month prior to July 1; the John Crerar Library, two and one-sixth days for each month prior to July 1. Memphis gives one week for more than six months but less than a year. In New Haven vacations for people who have come into the service of the library after January 1 of any year are especially arranged for by the board of directors.

A few libraries state that they have not set any definite dates to limit the period within which vacations must be taken, but ordinarily more or less definite limits are set, most frequently June 1 and September 30. Somerville gives three weeks vacation during the summer and one week during the winter. "The plan seems to work rather well," it is re-

ported. "The break of one week in a season that is busy and, in this climate, somewhat trying, appears to be beneficial. The plan is generally liked by the staff."

Several libraries have definite regulations under which an extra vacation is given after a stated long term of service. Brooklyn grants one extra month on completion of fifteen years of service, and at the completion of each ten years of service thereafter; at Dayton, three months' vacation, including the regular annual vacation of one month, is given after ten years' service and every five years thereafter; New York, in both the reference and the circulating department, allows an extra month in the twenty-fifth year of service; St. Louis gives an annual vacation of six weeks after twenty years. At Pratt Institute Free Library a vacation of six months, with double pay, has been given to eight members of the library staff after twenty-five years of consecutive service.

Library conferences.—Time for attendance at library association meetings is granted with pay, whenever practicable, by practically all of the libraries of more than 20,000 volumes; a very few report that time is usually given only to the librarian, or to official representatives of the library or members who are to appear on the program of the meeting. Many of the larger libraries report that time is occasionally granted for attendance at other conferences if they are of an educational nature closely related to library work and interests. Among the smaller libraries less than half report that leave of absence is ordinarily granted for attendance at library meetings.

Approximately two-thirds of the libraries of more than 20,000 volumes make some allowance to cover expenses in attending library meetings, but only about one-third report that a specific amount for this purpose is provided regularly in the budget. Among the smaller libraries, approximately one-fourth report that some provision is made for this pur-

pose. Several of the large libraries pay the expenses of the librarian and of one or more members of the staff to national meetings, and many report that several of the staff are sent to regional or state meetings.

In Dayton the scheme of classification of the library service makes provision for a "library education fund" to be used in part for the purpose of defraying travel expenses of members of the board and library staff for attendance at the annual state and national library meetings, and in part for public lectures.

Sick leave.—Only a very few of the large libraries report that sick leave is not granted. San Francisco grants none with pay; Santa Barbara requires the time lost to be made up; Detroit allows assistants of less than five years' service six weeks, with half pay, and those of more than five years' service three months, with half pay. In Boston, illness is charged to the vacation, although the trustees may grant an allowance of time with either full pay or half pay. In Class C (20,000-50,000 volumes) approximately 12 per cent. grant no time with pay. In Class D (less than 20,000 volumes) only about one-fourth of the whole number report that sick leave with pay is allowed.

Among the larger libraries a definite amount of time is allowed annually in approximately two-thirds of those which allow sick leave at all. The amount of time varies from ten or twelve days to thirty days or one month. Several grant a fixed number of hours: Jacksonville, Fla., 88 hours; Joliet, Ill., 98 hours, which, if not used, is added to the vacation; and New York, Circulation Department, 80 hours automatically, and up to 160 hours, at the discretion of the chief of the circulation department, if a physician's certificate is presented. Among other variations are the following: Newton, Mass., grants six days, plus one day for each year in the service of the library; New Bedford allows two weeks

with full pay and one week with half pay; Worcester, two weeks on full pay and two with half pay for a single illness, the total in one year not to exceed three weeks with full pay and three weeks with half pay; Jersey City, three weeks the first two years, six weeks from the third to the fifth year, ten weeks from the sixth to the tenth year, fifteen weeks from the eleventh to the fifteenth year, eighteen weeks from the sixteenth to the twentieth year, and twenty-four weeks after twenty years of service.

In many of the larger libraries (Class A and B) and in approximately 60 per cent. of the smaller, the amount of sick leave that may be granted is left to the discretion of the librarian or to decision by the board in individual cases. In Oakland the librarian is authorized to grant twelve days; for longer absence the board may grant thirty days, plus thirty days with half pay for each five years of service.

Rochester, N. Y., and Toledo, are the only libraries which report that cumulations of sick leave allowance are permitted to be carried over from one year to another. In Rochester, by a ruling of the library board, "regular employes may be allowed a sick leave of twelve days during the year without a salary deduction. Employes who do not use such allowance shall receive credit for the days not so used. This credit may be carried forward from year to year to be used as a reserve only in case of long illness. Any illness not over two months long, including an accumulation of sick leave credit, may be dealt with by the librarian at his discretion. Any illness longer than two months shall be reported to the administration committee, which shall take such action, pending the next meeting of the board of trustees, as shall seem equitable to the committee." Toledo allows a maximum cumulation of seventy-two days, plus twelve days for the current year.

Only a few libraries report definite rules governing allow-

ance of time because of exposure to contagion. In New York, Circulation Department, such leave must be taken out of the sick leave allowance. Louisville allows fourteen days, in addition to the fourteen days allowed as sick leave. The allowance of time because of illness or death in the family of an assistant is also, in most libraries, a matter for determination in each individual case if the absence is of more than a few days' duration.

Several libraries, including Brooklyn, Cincinnati, the John Crerar Library, Newton, Mass., Queens Borough, N. Y., Oakland, and Sacramento, require a doctor's certificate in cases of illness. In St. Louis all applications must be made in writing, certified by the library's own medical officer. Several others require them in certain cases: Bridgeport for illness of more than three days; Jersey City for more than five days; New York, Circulation Department, for more than eighty hours.

Physical examinations.—A physician's certificate is required of applicants for positions in only a few libraries other than those where such certificate is required by civil service regulations. Among these are Queens Borough, N. Y., Seattle, and Syracuse, and, when it seems desirable, Louisville and New York, Circulation Department. In New York and Syracuse the physician is selected and paid by the library. St. Louis has a medical officer, employed by the library, who makes examinations at the time of employment and annually thereafter. In Detroit a physical examination, at the library's expense, is required if there is any reason to believe that unsatisfactory work is due to physical condition.

VII. STAFF PRIVILEGES AND WELFARE

Staff reading.—Detroit Public Library allows $250 a year in its budget, for a collection of books for staff reading. When the books are no longer read by the staff they are put

into stock, for future use at branches. Several other large libraries have collections for staff use, consisting of the important new books, both fiction and non-fiction. Among these are Bridgeport, where from fifteen to twenty titles a month, selected by a committee of the staff, are bought for the staff collection, and Indianapolis, Portland, Ore., and Somerville.

Several others report that new books are held in the office or in the catalog room for several days or a week, or sometimes longer, for inspection and reading by the staff. Some permit books to be taken from the catalog room, for short periods, while they are awaiting cataloging. Many large libraries, and some of the smaller, subscribe for staff copies of certain periodicals, mainly professional or literary, for circulation among the staff members in turn.

Many libraries have more or less definite rules governing the borrowing of new and popular books, from the general collection, by members of the staff. Wilmington, Del., requires that a new book must be issued five times to the public before it may be borrowed, except over-night or Sunday, by the staff; Seattle requires three times; Tacoma and Washington, for new fiction, three times; Berkeley and Portland, Ore., once. In New Haven new books may not be borrowed by the staff until they have been in the library six months; in Louisville, new fiction may not be borrowed for two months, or new non-fiction for one month; in Kansas City, Pittsburgh, and Toledo, all new books must have been in the library one month.

Similar restrictions are made by many libraries on borrowing current magazines. In some libraries the staff may not borrow the current numbers; in others, they may borrow them only over-night; several require a definite number of issues to the public.

In most of the libraries reporting, the staff are allowed the

same privileges as the public in borrowing older books. A few, however, including Atlanta, Evansville, Indianapolis, and Riverside, have no definite time limit on staff loans, except that the books are subject to recall if needed; several others permit a slightly longer time than the public are allowed without renewal, varying from several days longer, as at Bangor and Nashville, to two weeks longer (a period of four weeks instead of two), as at New Haven and Washington.

Study courses.—Several of the large libraries conduct, more or less formally, courses of reading or study, either for the staff in general or for junior members of the staff as a supplement to the training class instruction.

At Brooklyn three courses are given: an elementary course, an advanced course, and a course for children's librarians. The elementary course prepares first grade assistants for the second grade, and the advanced course prepares for the third grade. Certain work in some subjects is common to all courses, constituting a basic course which, when once taken by an assistant, may be omitted when taking the next course.

In Chicago study groups for staff members are conducted in some of the branches, some meeting weekly and some monthly.

Dayton has a staff organization called "The Friends of Reading," which holds two meetings a month. A morning meeting is held in library time, for discussion of current books, and an open meeting is held in the evening, when the staff invites outside friends and presents a course of lectures by speakers representing Dayton interests. The lecture courses thus far given have included courses on the modern novel, modern European history, American literature since 1870, recent European diplomacy, and psychology. Since the inauguration of these lectures in 1924, the courses have

had an enrolment of 45 staff members and 62 people from outside.

At Evansville a different course of study is followed by the staff each year. Among the recent courses have been foreign relations and other phases of sociology, reference work, work with children, and story-telling.

Indianapolis has an advanced course in work with children, divided into three parts, of eight lectures each, covering juvenile literature, administration of children's rooms, and story-telling. The lecture and problem method is used. The course is open to staff members who have had some previous training. Credit for the course is given on the efficiency ratings.

Arrangements have been made by the New York Public Library, with the College of the City of New York, for special courses in literature and other subjects to be given in the library for the staff. Regular meetings of junior assistants are held in New York, for study purposes.

In Pittsburgh, graduates of the library school, for five months after appointment, continue a course of study in literature, with assigned readings, discussions, and reports on books.

Toledo has recently instituted two courses for the staff, an "interim" and an advanced course, both of which have thus far discussed mainly the great classics of literature. Work in the interim course has been confined principally to reviewing specific books; in the advanced course, which is open only to those who are library school graduates or have been on the staff five years or longer, broader topics have been taken up: for instance, Balzac, his life and works; Shelley and his biographies. Book discussions and administrative talks are also given by the librarian and department heads. Each class meets once a month, for two hours.

Toledo also conducts an advanced course in work with children whenever it seems needed.

At Washington special courses in reference work and work with children are given, open to the assistants in those departments, and a course in biography is open to all members of the staff.

Many of the large libraries, and several of the smaller, report that time is granted whenever possible for assistants to attend lectures or to take courses of study outside of the library. At Grand Rapids assistants will be allowed four hours a week in which to take college courses at either of the two colleges in the city. Los Angeles allows time for attending six lectures a year at the library school.

In many libraries college graduation or a certain number of college credits is recognized in the eligibility requirements for promotion to advanced grades. College study is also sometimes recognized by more or less definite provisions for a higher beginning salary on appointment than is given to appointees who have not had college work. Among libraries which make such provisions definitely in their salary schedules are the following:

In Buffalo Public Library those who join the staff without having had training, through library school or experience, agree to enter the library school of the University of Buffalo and must therefore be prepared to meet the entrance requirements of the university. Assistants in training are granted time for the university lectures, and have their work so arranged that they receive the practice which the course demands in different departments of library work. The salaries paid during the first year in the library school are $10 per month higher for those who have had two years' academic or normal school work than for those who have had only the high school course; for those who have had four

years' college work the salaries during the first year of training are $15 per month more than for those who have had only two years of academic work.

In Grand Rapids the minimum beginning salary for the lower grade of junior assistants is $720 a year for high school graduates, to which $120 a year is added for each year of college work.

In St. Louis $60 per year for each year of college training is added to the beginning salary for assistants in the lowest division of the graded service. College graduates do not increase above the maximum for the grade, but it takes longer for a library school graduate with a mere high school education to attain the maximum than it takes for one who is a college graduate.

In Worcester the salary for senior assistants who are college graduates is $100 per year more than for those who are not.

A few libraries report that assistants have occasionally been given leave of absence, sometimes with pay, to take certain study or do special work which would increase their value to the library. In Los Angeles, heads of departments have sometimes been granted leave, with pay, in order to permit them to study work similar to their own in Eastern libraries. Savannah, on several occasions, has given leave with pay, for periods varying from two weeks to two months, for an assistant to get increased experience by working in another library, or to take a special short course at a library school. Chattanooga and Knoxville have sent negro assistants to take library training, and several report that time has sometimes been given for summer courses.

Experiments in temporary exchange of assistants with other libraries are reported by a few. Denver sometimes takes assistants from other libraries for temporary positions

during leaves of absence, and sometimes grants leave to staff members for temporary work elsewhere. Los Angeles reports having tried an exchange, with poor results. New York, Circulation Department, Portland, Ore., St. Louis, and Seattle, report having made exchanges with other libraries with good results, though St. Louis says that it is difficult to arrange for. In St. Louis each library paid its own assistant; in the others, each library paid the salary of the assistant who came to it. Traveling expenses in all cases were paid by the assistant.

Staff meetings.—Although most of the larger libraries (Classes A and B) report that meetings of the entire staff are sometimes held, only about one-third of the entire number report that they are held frequently or at regular times. Some state that such meetings are never held, or that at the most there may be one or two meetings a year, either as special occasion may arise or for social purposes, for as many as can attend. Others report that meetings are held perhaps three or four times a year, but at irregular times. In Class C approximately one-third report that meetings are held, in most cases either weekly or monthly. Practically none of the smaller libraries (Class D) report that staff meetings are held. Among the libraries which hold more frequent meetings at stated times, except in summer, are Cincinnati, Des Moines, and San Diego, with weekly meetings; Evansville, Gary, Rochester, Sacramento, and Salt Lake City, meeting twice a month; and Berkeley, Birmingham, Indianapolis, Los Angeles, Louisville, Minneapolis, Seattle, Tacoma and Worcester, meeting once a month.

Most of the meetings that are held regularly follow a more or less definite program, which is sometimes confined mainly to business matters, but usually includes discussions of new books, professional periodical literature or topics of profes-

sional interest, and library policies and problems somewhat beyond matters of ordinary routine business. The following reports are cited as illustrative:

Cincinnati: Weekly meetings for book reviews, monthly meetings for general staff matters.

Des Moines: Weekly meetings, with discussion of library news and local conditions, news of the day, and book reports; designed to keep up the morale of the staff.

Indianapolis: Monthly meetings are held, divided into three twenty-minute periods: one period for the presentation and discussion of new ideas and activities in library work, in Indianapolis and elsewhere, each department head being responsible once a year for one or more reports from her department; one period for general discussion of interesting books, both old and new, on specific subjects; and one period given to a special speaker on the general subject covered by the book discussion of the meeting. Among the subjects of talks that have been given are the playground movement; present day literary England; publicity for the library, presented by a practical publicity man; book publicity; modern poetry; and city planning. The programs are planned by a staff committee, with the librarian's approval. The final meeting of the season is a staff breakfast, in May.

Minneapolis: General meetings consist of book reviews, conference on important topics, occasional speakers on social or educational topics, and departmental résumés, the object being to keep the whole staff enlightened regarding all that is being done throughout the library.

Rochester: For the last two years the object has been to acquaint the staff with the city; bi-weekly meetings have been held at such places as the Bausch & Lomb Optical works and the New York Central Railroad, and have included talks and inspection trips.

San Diego: Entire staff meets one hour weekly, for three

months, for department outlines, and one-half hour weekly, for three months, for reviews of books and periodical articles, and has twelve talks a year by interesting people outside the library.

Seattle: Monthly meetings, with outside speakers on literary subjects or topics of current interest; lectures arranged by a staff committee appointed by the librarian.

Worcester: Monthly meetings are designed to promote better knowledge of library affairs; book reports always have a prominent place in the meetings.

Meetings of department heads, of branch librarians, and of children's librarians, in separate groups, are held in many of the large libraries, either weekly, bi-weekly, or monthly. Such meetings are often concerned principally with administrative matters, but often include discussions concerning books and the principles of book selection, and sometimes constitute, virtually, a book selection committee. In some of the large libraries meetings of other groups are held, regularly or occasionally, in lieu of meetings of the entire staff, which are virtually impossible in the very large library. Thus, in Brooklyn, assistants of the first grade, and assistants of the second and third grades, hold monthly meetings; in New York, Circulation Department, assistants in charge of school work meet once a month, assistants in charge of story-hour and club work meet three times a year, and other special groups occasionally.

PART II

Administrative Work of College and University Libraries

Chapter I

ADMINISTRATIVE ORGANIZATION: COLLEGE AND UNIVERSITY LIBRARIES

I. BOARD AND COMMITTEE ORGANIZATION

The administrative organization of college and university libraries shows greater variations than are found among public libraries. Ultimate responsibility for the administration of a public library is ordinarily vested by law in a board of trustees, appointed or elected in a manner prescribed by law. This board appoints a librarian as the executive head of the library, and generally holds him responsible for its administration under the supervision and general direction of the board and of such committees as it may appoint. In the college or university the library is merely one department of the whole institution. Ultimate responsibility for the administration of the college or university as a whole is vested in a board of trustees, regents, or overseers, a corporation, or other governing body. Immediate responsibility for the library may be retained in some measure by the governing board, or may be delegated by it to the president, or may rest largely with a library committee, appointed by the board itself or by the faculty. Committees, furthermore, may be either active or inactive, and actual administrative practice may be guided by definite written laws less than by unwritten law and custom. Hence the administrative organization of any one library alone can not be easily or completely described in a few words, and the organization of college and university libraries in general does not lend itself readily to classification and concise analysis.

Library committees.—In more than 80 per cent. of the libraries reporting, some degree of supervisory or advisory control is delegated to a committee. This is most frequently composed of members of the faculty, but occasionally is a committee of the governing board. In a few colleges, as at Brown, Bryn Mawr, and Radcliffe, trustees and faculty members unite on the same committee; in others there are two committees, one directly representing the governing board and one representing the faculty. The following figures show the number of libraries, among those reporting, in which each form of organization is found, and the number which report that they have no committees.

Class A (more than 100,000 volumes)	
Committee of faculty	22
Committee of faculty and trustees	3
Faculty committee and Trustees' committee	6
No committee	3
	34
Class B (50,000 to 100,000 volumes)	
Committee of faculty	26
Committee of faculty and trustees	1
Faculty committee and Trustees' committee	2
No committee	7
	36
Class C (20,000 to 50,000 volumes)	
Committee of faculty	44
Committee of faculty and trustees	1
Faculty committee and Trustees' committee	3
No committee	8
	56
Class D (less than 20,000 volumes)	
Committee of faculty	67
Committee of faculty and trustees	3
Faculty committee and Trustees' committee	5
No committee	21
	96

The purposes and the activities of library committees dif-

fer rather widely. The committee may have, at least nominally, rather close supervision and authority over the administration of the library, though the reports indicate that very few committees concern themselves with administrative details except when called upon by the librarian for advice or for approval of his recommendations. It may have only a general supervision of the library, giving consideration only to the larger questions of policy, and for such purposes it may meet infrequently, perhaps only once or twice a year. Again, it may be a purely advisory committee, consulting with the librarian (who is generally a member *ex officio* and usually acts as its secretary or perhaps as chairman) either on his request or on special occasions.

In most of the libraries reporting, the committee acts very largely, if not entirely, in an advisory capacity in most matters of administration. The librarian's responsibility, primarily, is to the president and the board of trustees (or other governing board), and on ordinary matters of administration he often submits his recommendations to the president or to the trustees, rather than to the committee. The matters in which committees most commonly take an active interest and exercise their prerogatives are the preparation of the library's budget and the expenditure of the book funds. Beyond this, two frequent functions of committees are to act as a "buffer," and, as one librarian writes, "as an interpreter of the library and its policy to the faculty, and an interpreter of faculty opinion to the librarian."

Where there is no library committee to represent officially either the trustees or the faculty, the president of the college sometimes acts in place of a committee in matters pertaining to the library budget, the apportionment and expenditure of funds, or general policies of administration, or such matters may be referred to the governing board as a whole.

Obviously, the border lines between the various forms and

degrees of committee activity are indistinct, and permit no very definite classification. The essentials of various forms of organization and activity are illustrated by the following reports from libraries of more than 100,000 volumes.

Libraries having one committee.—Amherst has a committee of six, including the president, the treasurer, and the librarian, *ex officiis*, and three professors who are appointed by the faculty committee on committees. One place on the committee is filled each year. The committee has general supervision of the library and determines its general policy, though the librarian is ordinarily left entirely free to exercise his own judgment.

At Brown the corporation delegates the control and custody of the library to a library committee, composed of four members of the corporation, four faculty members, one member from the alumni, and the president and the librarian *ex officiis*. The members are appointed for three years, by the corporation, to which nominations for the four faculty representatives are submitted by the faculty. The committee's specified powers are: to make rules for the administration of the library; to nominate the librarian and the assistant librarian for appointment by the corporation; to provide for the purchase of books, etc.; to decide on acceptance of gifts; to assign rooms in the library building for individual or departmental use; and to inspect the main library and the departmental libraries once a year. "Under the supervision of the library committee, the librarian shall have immediate care and custody of the library, and it shall be his duty to superintend its entire administration." Recommendations for staff appointments, promotions, etc., are made by the librarian for the approval of the committee.

At Bryn Mawr a library committee, composed of three trustees, three faculty members, the president, and the librarian, meets twice a year to decide on the apportionment

of funds. The librarian is responsible to the president, and not to the committee, and recommendations concerning staff appointments and other matters are made to the president.

The University of Chicago has a library board of twenty-nine faculty members, of which the president or the vice-president usually acts as chairman. The members are appointed by the president for indefinite terms. This board considers policies and important questions, and makes recommendations to the trustees for their approval. Minor questions of staff appointments, etc., are decided by the librarian, and important questions are submitted to the president and the trustees.

Dartmouth has a committee of six faculty members, appointed annually by the faculty, with the librarian a member *ex officio*. This committee represents the faculty in the distribution of funds among the departments, and acts in an advisory capacity in regard to the use of the general fund and in administrative matters. The committee reports once a year to the faculty. The librarian takes most of the initiative and has most of the responsibility, but finds the committee invaluable for suggestions and advice.

At the University of Iowa the university senate has numerous boards and committees, including a committee on the library. This is composed of nine members, appointed by the president, who has always named the director of libraries on the board and has sometimes designated him as its chairman. The board is advisory only, and meets quarterly or on call of the chairman. The director of libraries is responsible directly to the president on all matters, including the library budget.

Minnesota has a committee of nine members of the university senate, appointed annually by the president. This committee considers questions of policy and general administration in so far as they affect the university community

rather than the library, and approves periodical subscriptions and cancellations. The librarian and the committee jointly apportion the library budget. The committee is advisory, rather than executive, and makes recommendations to the president, the board of regents, the university senate, or the librarian, as circumstances dictate. The librarian is responsible to the regents, through the president, for all matters relating to the administration of the library. In matters of staff appointments, etc., his recommendations are made to the president.

Northwestern has a committee of seven faculty members, appointed by the president for one year, with the librarian a member *ex officio*. The committee acts only in an advisory capacity.

At the University of Pennsylvania there is no longer a committee of the faculty, but a library committee of trustees is appointed annually by the provost. This committee has not been active recently. The librarian reports to the provost.

Washington University has a committee of four faculty members, appointed by the chancellor for one year, with the librarian as chairman. The committee is advisory only, and acts especially in regard to budgetary matters.

The University of Washington has a committee of nine members, appointed by the president for indefinite terms, representing both the undergraduate departments and the graduate school. It includes the librarian, who is *ex officio* chairman, the associate librarian, who is secretary, the dean of the graduate school, and six other members of the university faculty. This committee determines the expenditure of funds allotted for book purchases. On other matters the librarian submits his recommendations to the president.

Yale has a purely advisory committee of eleven members. The president, the provost, and the librarian are members

ex officiis; six are members of the faculty chosen for limited terms by the corporation on nomination of the committee; one is the curator of a special collection; and one is the assistant librarian. The librarian is *ex officio* chairman of the committee. The assistant librarian is its secretary.

Libraries having two committees.—California has a standing committee on library, research, and publications, appointed by the regents each year from their own body, and a library committee of six faculty members and the librarian, appointed by the academic senate. The regents' committee has permitted most of its duties in connection with the library to devolve upon the library committee, but during a recent period of activity, lasting about a year, the chairman of the library committee and the librarian were invited to meet with the committee on library, research, and publications, for presentation and discussion of library problems. Good results were obtained from these joint sessions. In general, the library committee confines its activity to allocation of the book funds and to passing, through sub-committees, on recommendations for purchases from certain special funds. It also considers questions of general policy, but does not interfere with administrative matters.

Michigan has a library committee of regents, which has general supervision of all the libraries of the university, wherever situated, and, with the librarian, makes rules for their administration. Each faculty of the university has a committee of from six to nine members, elected usually for three years, and these committees serve as an advisory body on library policies and book purchases. There is seldom any direct relation between these faculty committees and the committee of regents. The librarian administers the library subject to the directions of the president and the library committee of the regents. He consults also with the library com-

mittees of the several faculties, which have plenary power over the expenditure of their respective book funds.

At the University of Oregon the board of regents has appointed, as an administrative library committee, the president of the university, the president of the board of regents, and the librarian, for the determination of library policies. The president of the university appoints each year a faculty committee of about eight, which is purely advisory. The librarian confers with this committee regarding recommendations to be made to the president and the board of regents.

Princeton has a committee of five members of the board of trustees, and a committee of eight faculty members, appointed each year by the president. This committee advises the librarian regarding the apportionment of the book funds, and considers questions of general policy relating to the library.

Vassar has a consulting library committee of the board of trustees, appointed by the president of the board, which meets once a year. The librarian and the reference librarian are conference members of this committee. There is also a committee of the faculty. This is composed of three members, elected by the faculty for terms of three years, one member retiring each year, and the dean, who is designated by the president to act as chairman. This committee confers with the library committee of the trustees at least once a year "for the consideration of proper matters."

At Wellesley there is a library council, composed of three trustee members appointed by the trustees, and five faculty members elected by the academic council. The three trustee members at present are the president of the college, *ex officio*, the treasurer of the college, and one other. Control of the library is delegated by the library council to the faculty representatives, as a more active committee. The librarian is

chairman and secretary of this committee, which acts mainly in an advisory capacity.

Practice in smaller libraries.—Replies from smaller universities and colleges show that in essentials the foregoing reports are fairly illustrative of conditions and methods among the smaller institutions as among the larger. The following reports are typical of the majority.

"Thus far the committee has interested itself chiefly in the apportionment of the library's budget." "The committee is purely advisory, and the librarian's powers are unrestricted except by the president of the college." "The librarian consults the committee about the budget, etc., but is in no way responsible to the committee." "The committee meets at the call of the librarian and advises him on any questions of policy which he may care to bring up. The committee determines the amount of money to be allotted to each department for books." "The committee's duties are of a general nature: to take an interest in the library and see that it serves the needs of the college; to advise the librarian; to consider any matters presented. The librarian is directly responsible to the president and the faculty." "The committee has advisory powers only, and meets only to consider debatable questions."

Somewhat closer supervision of the details of administration is reported by a few libraries, as is illustrated by the following reports. "The committee considers all matters pertaining directly to the library, its books, periodicals, etc., and reports to the faculty." "The committee supervises the library, helps to make the policies, and apportions funds among the departments. The librarian is the executive, and carries out instructions of the committee." "The chairman of the committee authorizes all purchases of books or magazines, after recommendation by the librarian or by faculty members, and advises on questions of library policy, dis-

cipline, repairs, etc." "The committee approves the book lists submitted by the faculty through the librarian, and approves rules and other matters presented by the librarian or by any of its members."

II. DEPARTMENTAL AND SEMINAR LIBRARIES

"The most perplexing problem in the administration of a university library is the scope and function of the departmental collections, and it is safe to say that a solution satisfactory to all concerned is scarcely possible." "The departmental library situation is one of the most difficult problems confronting university libraries, and, while it may never be solved in any satisfactory way, it will be necessary to give it a certain amount of attention and study." The *Survey's* correspondence indicates that these statements, made by two university librarians, would meet with practically unanimous assent among university librarians in general, and that there would be especial unanimity in regard to the difficulties involved in the problem.

It is difficult to discuss a subject which can not be satisfactorily defined. Every attempt to study and discuss this all-important subject of departmental libraries is met at the outset by the very serious difficulty that few attempts have been made to define a "departmental library" or a "seminar library"; that no definition, so far as the *Survey* can learn, has ever met with general acceptance; and that consequently it is impossible to be sure that all replies to a questionnaire, or all contributions to any discussion, are based on the same understanding of terms. The only certainty, indeed, which the investigator can feel, is a rather positive assurance that there is no common understanding.

In presenting a report of an inquiry concerning "Some administrative practices in university libraries," at the midwinter meetings of the American Library Association, Janu-

ary 1, 1925, Mr. Frank K. Walter said: "At the outset of the examination of these questionnaires, one is confronted with that bane of all students of library conditions, the lack of adequate standards of professional nomenclature among American librarians. Careful distinction between collegiate and departmental libraries, for example, can not be drawn on the basis of the present return. It is practically certain that in some of the institutions the distinction is fairly clear; in others it varies with the local situation; and in still others it is chiefly a matter of local terminology and not of organization and function. The same confusion exists in the interpretation of the phrases 'general library budget' and 'general library funds.' Considerable allowance must therefore be made for mis-statements in conclusions and for discrepancies, both of which are almost inevitable under the present situation."

Another librarian writes: "The great difficulty, of course, is the fact that people will continually make misleading and incorrect inferences from data furnished when there is not an agreement on terminology. I am obliged continually to meet this sort of thing in relation to my annual budget, and I know other university librarians are in a similar case."

The *Report of the committee appointed in November, 1914, to investigate the relations of departmental libraries in the University of Chicago* (University of Chicago Press, 1917) called attention in the following words to this lack of a generally accepted definition of a departmental library. "Many of the answers received [in response to the committee's questionnaire] indicated that the term 'departmental libraries' was by no means given the same interpretation in all institutions. In some cases it was made to include large professional libraries, such as those of the Law School and the Divinity and Medical schools, as well as minor collections of fifty to one hundred volumes kept in laboratories or semi-

nars. Most of the answers, however, attempted to differentiate between large and permanent collections installed for use of schools, departments, or groups of departments, and minor collections of more or less temporary character kept in laboratories and seminar rooms."

A "departmental library," as the term is commonly used, may be attached to some department of instruction in the college or university, or to some school or college of the university. It may be housed in the central library building or elsewhere, either on the same campus, or in another part of the city, or in another city. Its collection may be solely and permanently its own, by right of purchase from its own funds or by other means of independent acquisition, and may thus constitute a distinct unit in the university's system of libraries; or may be more or less definitely its own, constructively, by permanent deposit or indefinite transfer from the general library's collection; or may be regarded as a temporary loan from the general library, and not as in any sense its own collection. It may be entirely under the administration of the general library; or may be to some extent under that library's control or supervision, though partly or entirely independent in some respects; or may be entirely independent of the general library in administration.

The *Survey* can not attempt to devise any procrustean classification for the accommodation of all departmental libraries. For the purposes of this report, however, the following definitions have been adopted. In so far as the practice of the libraries cited does not conform with these distinctions, the differences will be brought out, so far as possible, in the individual reports.

The term "seminar library" is used, in this report, with reference to "minor collections of more or less temporary character kept in laboratories and seminar rooms" (adopting the language of the University of Chicago report). The

books in a seminar library are usually a temporary deposit or loan from the general library's collection, subject to recall or return to the main collection either at any time or at the end of a definite period. A seminar library is usually, though not always, smaller than a departmental library, but differs from the latter particularly in its more temporary nature, and in being considered more closely an integral part of the main collection.

The term "separately administered departmental library" is used with reference to libraries which are administered, entirely or primarily, independently of the general library. These libraries are in most cases the libraries of professional schools or colleges, rather than of mere departments of instruction. They are in most cases the property of the school or college or department to which they are attached, and are not regarded as integral parts of the general library's collection, but as distinct units in the university's system of libraries.

The term "centrally administered departmental library" is used with reference to libraries which are primarily, if not entirely, under the administration of the general library. These are in most cases collections "installed for use of schools, departments, or groups of departments," under such arrangements that they constitute integral parts of the general library's collections. Their books, whether bought from the general library's funds or from departmental funds, are considered the property of the library and not of the several departments; the books are usually deposited with the departments permanently, or at least with the expectation of a high degree of permanence. Because this group, however, is the most numerous, the variations in practice are most numerous, and illustrate many different forms and degrees of administrative relationship with the main library.

The following table indicates, as accurately as the information which could be obtained permits, the number of libraries of each of these three types in thirty colleges and universities of more than 100,000 volumes. Any discrepancies which may exist between this classification and the nomenclature preferred by the libraries cited, will be cleared up, it is hoped, in the fuller citations of individual practice which follow the table.

	Departmental Libraries: Sep. Adm.	Cent. Adm.	Seminar Libraries
Amherst		1	Several
Brown		20	
Bryn Mawr		5	15
Catholic University of America		4	5
Chicago		15	
Colgate			11
Colorado, University of		9	
Dartmouth	3		10
Hamilton		1	2
Indiana	1	12	5
Iowa, University of	5	16	
Michigan	5	13	
Minnesota		11	15
Missouri		5	4
North Carolina		11	4
Northwestern	4	8	10
Notre Dame		5	
Oberlin		10	15
Ohio Wesleyan		10	3
Oregon, University of	2		4
Pennsylvania	12		15
Princeton		5	9
Texas	3	5	5
Vassar		12	11
Washington, University of	2	7	
Washington University	5	8	
Washington, State College of		Several	8
Wellesley	1	5	
Wesleyan			Several
Yale		34	

The following individual summaries describe a little more fully the departmental library situation in each of the li-

braries cited in the table, although only a few of the problems of administration are touched on in each statement.

Amherst reports no departmental libraries, unless the English seminar should be classed as such under the definitions adopted for this report. The English department received a special fund for the purchase of books for its seminar. These books are cataloged by the general library, and are considered the property of the library, but are assigned permanently to the seminar room. With this exception the only departmentalization is in seminar collections, to which books are charged from the general collection.

Brown reports twenty departmental libraries, two of which, English and History, "might be termed seminar collections, but we treat them as departments." For all of these the general library provides the books, does the cataloging, and makes a separate catalog of each collection. Each department provides its own room, shelving, and supervision, and controls the use and circulation of its books. All books are considered a part of the general library's collection, though assigned indefinitely to the departmental collection.

Bryn Mawr has four departmental libraries and the Thorne Model School library, under the general library's administration; fifteen seminar collections; and duplicate collections in six dormitories. Books in all these collections are considered part of the general library's collection, but are assigned indefinitely to the department or seminar.

At the University of Chicago there are no permanent seminar collections. Departmental libraries, under central supervision, include the School of Commerce reading room, the graduate social science reading room, and the graduate modern language reading room, housed in the central library building; housed elsewhere are twelve departmental or school libraries, including the libraries of the School of Education, the Law School, Divinity School, Rush Medical College, and

several "group" libraries, including the classical group, the geology-geography group, and the biology group. There is also one small dormitory collection. All departmental libraries are part of the "university libraries." Assistants are appointed by the director, and are listed as members of the "readers' department" of the general library staff. Books are ordered through the general library, except for the Law School and the Yerkes Observatory. Cataloging, classifying, and binding are done by the general library except for the Law School, Rush Medical College, and Yerkes Observatory. All books purchased by the general library for departments are ordered on departmental recommendations and are considered a part of the general library's collections, but are charged to the departments for an indefinite period.

Colgate reports no departmental libraries. There are seven seminar collections, outside of the central library, and four smaller seminar collections in the main building, to which books are assigned indefinitely from the general collection.

Colorado reports no seminar collections, but has nine departmental libraries, including the library of the Medical School in Denver, all of which are housed in their respective school or departmental buildings but are under the general library's administration. Books are ordered and paid for by the library out of the departmental allotments of the book funds. Four of the libraries have full-time assistants and student night assistants; two have part-time assistants directly responsible to the general library; and three are without supervision.

Dartmouth has three independent departmental or school libraries, in the Medical School, the Thayer School of Engineering, and the Tuck School of Business Administration and Finance. "Relations with these libraries are close, and if it should become advisable they could probably be brought

under central administration." Most of the business and medical books are cataloged, and the medical books are ordered, by the central library. There are ten seminar collections, but no departmental libraries except the three which are independent. Books are assigned indefinitely to the seminars. "The faculty favors the general principle of concentration, and some of these seminar collections will return to the library when the new building is completed."

Hamilton College has one departmental library, in the geology-biology building, which contains all books and periodicals on geology and biology except a few popular works. There are two seminar libraries, which likewise contain all the books on their subjects. All are under the general library's administration. Books are paid for by the library, out of departmental allotments from the book funds.

Indiana has one library (Law) under independent administration, twelve departmental libraries under central administration, and five seminar collections. All books are cataloged as part of the general collection, and may be recalled from departments or seminars if they are needed elsewhere.

At Iowa the law library, the libraries of the university's three observational schools conducted by the College of Education, and the collection used in the Character Education Research seminar, are at present independent of the general library's administration. In the centrally administered system of university libraries are sixteen departmental libraries, under the immediate supervision of a "supervisor of departmental libraries," who is a member of the general library staff. Iowa reports its entire library machinery going through a period of reorganization and expansion and change, with centralization of administration practically completed, and, though consolidation is not complete, with centralization of resources under way.

At Michigan five libraries (Law, Highway, Bureau of

Municipal Research, Transportation, and the Clements Library of American History) are under separate administration, in that they "are not under the direction of the university librarian, nor are their budgets included in his general budget. That does not mean that they are operated without regard to the librarian of the university and the general library policy of the university." (The same explanatory comment applies, in varying degrees, to many of the "separately administered" libraries of other universities.) Under central supervision there are eight departmental libraries, located in other buildings; the medical library, housed in the central library building; and four graduate reading rooms. "These are most decidedly not seminars in the ordinary sense. They much more resemble group, or departmental libraries. No one of them is confined to a single department of instruction, and they are open for long hours, with competent assistants." Books for the centrally administered departmental libraries are ordered and cataloged by the general library, and are paid for mainly from book funds included in the budget of the general library, only a very slight portion of the books which go into them being purchased on departmental funds. Books are assigned to the departmental libraries indefinitely, but are returned to the general library when this seems desirable.

At Minnesota the colleges of Law, Agriculture, and Engineering, the School of Mines, the School of Chemistry, and the University High School, have libraries in their own buildings; five departments have reading room and stack space in the central library. All are under central administration, though the libraries of the Law School, the department of Agriculture, and the University High School are autonomous, with budgets of their own included in general budgets of their respective colleges. Books are ordered and cataloged by the general library, and are considered as part

of its collections, but are paid for, except as previously noted, from departmental allotments from the general library's book funds. There are fifteen seminar collections, to which books are assigned indefinitely from the general collection. While they remain in the seminars they may not be borrowed, except under special conditions and with the consent of the instructors conducting the advanced courses in which they are used. Most of these seminar collections are grouped in four suites of rooms in the main library building. Small collections of books for office and laboratory use are deposited in various department offices and libraries. The university code stipulates that "books, periodicals, maps, and similar material retained in or lent to colleges or departments outside the general library of the university or its approved branches shall be confined to such as are in constant use in the daily work of the college or department. The cost of any and all replacements of these books due to loss or misuse shall be charged against the general supply funds of the college or department to which they are lent or in which they are retained."

Missouri has five departmental libraries, housed in other buildings, but under the general library's administration, and four seminar collections.

North Carolina has eleven departmental libraries, which have been developed "simply because of lack of room in the main library. We shall bring some of them back if we ever get a new building capable of extensive expansion." There are four seminar collections, so-called, although "they are really sections of the stack, transferred from the stack to the rooms on account of the fact that our stack does not begin to hold all the books that it should hold. They are seminars in the sense that consultations are held in them, and special materials from other sections of the library are placed in them to further graduate work." Seven of the departmental

libraries are under supervision of a paid secretary of the department; one is cared for by an assistant, one-half of whose salary is paid by the library and one-half by the department; and three are without paid supervision.

At Northwestern a distinction must be made between departmental libraries on the main campus and those on the Chicago campus. The departmental libraries of Commerce, Dentistry, Law, and Medicine, situated on the Chicago campus, are primarily administered independently of the general university library. On the Evanston campus, under central administration, are eight departmental libraries and ten seminar libraries. For these libraries the buying of books and the cataloging are done by the general library. Only one of the departmental libraries has a trained librarian and staff, considered a part of the general library's staff. The other libraries are cared for by assistants or students in the several departments, and are open only during the hours of instruction.

At Notre Dame there are five departmental libraries, nominally under the administration of the general library. One of these has its own staff, and one is partly administered by its own staff. All books are purchased and cataloged by the central library, except for the law library, which does its own cataloging. There are no permanent seminar collections, but books are temporarily assigned to seminars when needed.

Ohio Wesleyan has ten departmental libraries, all of which are permanent collections. All are cataloged in the main library; each department has an author catalog of its own collection, and two have full catalogs of their collections. All books are purchased through the central library. There are no real seminar libraries, but large numbers of books are lent indefinitely to three laboratories, where they are used under the direction of the department. The university

has also a branch library on the campus for women. (See page 239.)

At Oregon the Law School library is nominally under the supervision of the general library, but has its own budget and is administered by the Law School, though the books are ordered and cataloged for the school by the general library. The Murray Warner collection of Oriental literature is shelved in connection with a museum and is independent of the general library, though the library orders and catalogs the books and files cards for them in its own general catalog. There are three seminar collections, one of which is supervised by the library and two by members of the department. The School of Business Administration has a reserve collection of books, which is administered as a part of the reserve system of the library.

Pennsylvania has twelve departmental libraries, all of which are only nominally under the general library's jurisdiction. Three of these buy and catalog their own books; for the others, the books are ordered and cataloged by the general library. All of the departmental libraries report their statistics to the general library, but none of them are carried on that library's budget. There are fifteen seminar libraries in the central library building, to which books are assigned indefinitely from the general collection. Books may be removed from a seminar library room only with the permission of the head of the department concerned.

Princeton has five departmental libraries and nine seminar libraries. While the location of most of the books in these collections is relatively permanent, transfers between them and the general collection, to suit the changing needs of the departments, are frequent.

At Texas three libraries (Law, Medicine, and Mines) are reported as under separate administration; five departmental and five seminar libraries are under central administration.

At Vassar there are twelve departmental libraries, centrally administered, the books of which are purchased and cataloged by the general library but are cared for by the departments. Inventory of all the collections is taken once a year by the general library. There are eleven seminar rooms where small advanced classes may meet. Some special sets are permanently shelved in the seminar rooms. Books reserved for the use of classes which meet in the seminar rooms are usually shelved there only temporarily.

At the University of Washington the Law School and the Education School reading room are under separate administration. Under central administration are six "branch libraries" and the School of Mines collection. In the University of Chicago report of 1917, page 11, the librarian of the University of Washington was quoted as follows: "We are recently encouraging the growth in a few of the chief recitation buildings of what we call for lack of a better name 'branch libraries.' They take that form in administration and each branch serves all the departments working in the building where the branch library is housed. With us that is likely to include from two to five departments. In short, the branch library is the consolidation of several department libraries combined and has this advantage—several departmental libraries combined in a branch are much more economical of administration as one than as many. Someone under direction of the central library is always in charge of the branch, whereas we could not have someone in charge of each of the several departments." These attendants are not librarians, but stenographers, paid by the departments. The university, in the spring of 1926, has under consideration the abandonment of this plan of "branch" or "group" libraries, and the centralizing of the entire book collection.

At Washington University, college libraries not directly under the general library's supervision are Fine Arts, Law,

Dentistry, Medicine, and Botany. The latter is the library of the Missouri Botanical Garden, the home of the Shaw Graduate School of Botany of Washington University. These libraries have separate appropriations, and order and catalog their own books. At present there is no general catalog covering the titles in all these libraries. Under central administration are eight departmental libraries, the books of which are ordered and cataloged by the general library, and are included in its catalog. Responsibility for the care of these libraries, except in one case, is in the hands of the department concerned. The books are classified by the department, and the attendants in charge are on the department payroll. One library, that of the School of Commerce and Finance, is a reading room, and is treated as an addition to the reading room of the general library, of which it is practically a part, though in an adjoining building.

State College of Washington has several departmental collections, most notably that of the architectural department of the Mechanic Arts College, to which books are charged at the main loan desk as "departmental inventory" charges. These collections number from 25 up to 2,000 or 3,000 volumes. The library of the architectural department contains practically all of the library's books on architecture, and new purchases in this field are cataloged and charged as departmental books. There are eight seminar rooms, practically all of the material in which consists of department periodicals. Books are sometimes assigned to the seminars for limited periods.

Wellesley has one departmental library (in the sciences) which is administered primarily by the department, which shares with the general library the purchase and the cataloging of its books. The department has a fund, not under the library's control, with which it purchases certain books, and also receives an appropriation from the general library's

book funds. The librarian is appointed by the head of the department, usually in consultation with the librarian of the college. The department's books are entered in the general library's catalog. Five other departmental libraries are administered primarily by the general library or under its supervision.

Wesleyan has no permanent departmental libraries. All books are purchased by and belong to the main library. For convenience, certain files of periodicals and other reference books are stored more or less permanently in departmental or seminar rooms, but the main library retains ownership, and could, if necessary, recall them.

Yale has thirty-four school, departmental, and seminar libraries, only one of which is housed in the general library building. By vote of the corporation, the university library is defined "as consisting of all the books owned by the university, whether housed in the central library or in other university buildings"; the librarian has general supervision of all the libraries of the university, and co-operates "with the deans (or other administrative officers or committees concerned) in regard to the various school, departmental, and institutional libraries, and their maintenance and care." Hence all the libraries are to this extent under central supervision. Many of the departments, however, have annual appropriations for their libraries, and their purchases are usually under the control of the department or school concerned, and the university librarian's relation to these libraries is mainly advisory. In general, departmental books are purchased from departmental funds, but in a few cases books from the general library are deposited in departmental libraries.

The foregoing summaries represent only a cross-section of a few of the most essential aspects of the departmental library problem. Without a much more comprehensive and

complete study of the whole subject than has yet been made, an adequate presentation of the subject, covering all phases of the problem and all methods of handling it in libraries of different types, is impossible. The report, previously referred to, presented by Mr. Walter in Chicago January 1, 1925, contained summaries of the answers received from twenty-three libraries in reply to seven questions which had been sent them relating to departmental libraries. Permission has been kindly given by Mr. Walter to make use of the information presented by him in that report, which was based on answers to the following questions:

1. Are all your books gathered in a central library or have you some departmental libraries?

2. Approximately how many volumes are there in your central collection?

3. Please list below the departmental libraries in existence at your school, adding very rough general figures indicating the approximate size of each.

4. Are books for departmental libraries bought on the general library budget or from departmental funds?

5. Are departmental libraries administered by full-time assistants or by student help?

6. Are the salaries involved in either case charged to the general library budget or to departmental funds? (If fellowships or scholarships are involved, these should be indicated as charges from departmental funds.)

7. Are books for departmental libraries cataloged in the general library or in the department?

Extent of departmentalization.—The extent to which the entire collection is decentralized depends on the number of departmental libraries, on the number of volumes contained in them, and on the proportion of the entire collection which this number represents.

The replies to the first question showed that all of the twenty-three libraries which answered it, have some departmental libraries. (The *Survey's* investigation includes reports from thirty libraries of more than 100,000 volumes, including several libraries smaller than those represented in Mr. Walter's report. As is brought out in the reports on the preceding pages, some of these thirty libraries have no departmental libraries, so called, but all of these have some "seminar libraries." The numbers of departmental and seminar libraries mentioned in the following summaries do not in every case agree with the numbers given in the preceding summaries, nor do they necessarily agree with the numbers which the various institutions might report under their own or some other definitions.)

The replies to questions 2 and 3 are indicated in the following table:

	Central Collection	Number of Vols. in Dep't. Collections.
Brown	250,000	76,000
Chicago	450,000	286,500
Illinois	325,000	248,600
Iowa, University of	140,000	95,000
Iowa State College	112,600	37,400
Kansas	140,000	36,500
Michigan	385,000	165,719
Minnesota	350,000	1,500-45,000 in each
Missouri	120,000	66,200
Nebraska	130,000	62,200
North Carolina	104,500	29,370
Northwestern	155,000	85,000 (Chicago Dep'ts. only)
Ohio State University	207,287	46,900
Princeton	545,413	1,000-12,000 in each
Rochester, University of	90,000	26,000
Stanford University	252,000	124,200
Texas	230,000	56,000
Washington University	110,000	130,000
Wisconsin	229,000	99,000
Yale	1,358,023	286,493

Mr. Walter's report included the following comment on the varying degrees of decentralization indicated in these reports:

"The libraries which seem to show the greatest amount of centralization are Rochester, with four departmental libraries; Princeton, Syracuse, and Texas with five each; and California and Kansas with six each. Chicago and Iowa with fifteen; Illinois with seventeen; Stanford with eighteen; Brown with twenty-one, and Yale with twenty-nine separate collections, seem to show the greatest amount of decentralization. This, however, is much more apparent than real. For instance, at Brown the real centralization would seem extreme to many a university librarian with from six to a dozen widely separated, closely related, and almost uncorrelated college or departmental libraries. Yale reports many collections which are no more separate in function and administration than many similar collections which are disregarded in other reports.

"Similarly, the reported size of these separate collections must be interpreted in terms of the general inconsistency pervading the reports. These collections, as reported, range from 150 volumes (the bacteriology collection at Stanford) and the nurses' library of 262 volumes at Yale, to the law collections of 63,892 volumes at Michigan and of 68,113 at Yale. In general, the largest reported collections are usually the law or the medical libraries. The number and size of the separate collections, and their relation to the size of the general collections, either depend on conditions so special and local as not to be apparent in the meagre statistics available, or, as is quite conceivable in several cases, there is no really significant or purposeful relation."

Purchase of books for departmental libraries.—The subject of departmental appropriations for library purposes, and the methods of handling the general library's book

funds, are discussed in Chapter 3, pages 213-30. No uniform relationship exists between the methods of appropriating and expending the book funds and the problems of the departmental library. Books purchased from departmental funds may be assigned to the general library collections, and books purchased from general funds may be assigned to departmental libraries. The information gathered by the *Survey*, in so far as it throws light on this point, seems to bear out the summary printed in the University of Chicago's report, page 28: "The fact that a book is purchased on recommendation of a department and paid for out of its appropriation does not in a majority of libraries decide the location of the book. Such books are, when of general interest, usually shelved in the general library."

The replies to the fourth question ("Are books for departmental libraries bought on the general library budget or from departmental funds?") were as follows:

Brown: General library budget, which includes funds for special subjects.

California: Bought from departmental funds. General library books, however, may be deposited in departmental libraries.

Chicago: All on general library budget.

Cornell: Books that are deposited from the general library are bought from library funds, general and special.

Illinois: Both, but chiefly on general.

Iowa, University of: General library fund.

Iowa State College: General library budget.

Kansas: From general library funds. Occasionally special books and material considered as equipment, such as maps, pictures, and music, are bought from apparatus funds.

Michigan: In part from funds appropriated to the several colleges and in part on funds appropriated to the general library. For example, there are separate library funds for

each of the following colleges of the university: Law, Medicine, Engineering, Dentistry, Architecture, Pharmacy, and Education.

Minnesota: General library funds, except Agriculture, Law, and the University High School, which have their own funds from their respective college budgets.

Missouri: The several schools, like Agriculture, have funds for books from the state appropriation. Departments draw on general library funds.

Nebraska: General library budget.

North Carolina: All books are bought on the general library budget.

Northwestern: Departmental funds, for libraries on Chicago campus.

Ohio State University: General library budget.

Princeton: General funds.

Rochester: Books for departmental libraries, except Catharine Strong Hall, the woman's college, are bought from departmental funds.

Stanford: Departments of Law, Medicine, and Psychology, have special funds. All other departments participate in the general book fund.

Syracuse: Departmental funds.

Texas: Departmental funds.

Washington University: General library budget.

Wisconsin: Books for the agricultural and law libraries are bought on the budgets of the College of Agriculture and the Law School, respectively. Most of the books for the other branch libraries are purchased on the general library budget.

Yale: From departmental funds.

Departmental library service.—("Are departmental libraries administered by full-time assistants or by student help?")

Brown: Some one way, some the other.

California: Only one department has a full-time librarian; several make supervision of the library part of the duty of a clerical assistant; in a few cases it is her chief duty.

Chicago: Three by student help only; all others by full-time assistants with considerable student desk help.

Cornell: Some by full-time; some by stenographers; some by part-time students.

Illinois: Some of one and some of the other.

Iowa, University of: Attendants are at present mainly student help, but include also departmental stenographers or secretaries, graduate assistants, readers, and, in two or three cases, members of the faculty with the rank of assistant professor or above.

Iowa State College: Full-time assistants.

Kansas: Both types.

Michigan: Full-time assistants, with a very small amount of student help.

Minnesota: All but one by full-time assistants.

Nebraska: Mostly full-time and student help (the latter principally in order to keep open longer hours). Some are cared for by the departments.

North Carolina: Seven are cared for by paid secretaries of the departments; one by an assistant paid half by the library and half by the department; three are without paid service.

Northwestern: Some full-time; some part-time.

Ohio State University: Both.

Princeton: Three are in charge of full-time assistants of high grade; others are handled by departments.

Rochester: Full-time assistants.

Stanford: Medicine has a special staff; law librarian is a regular member of the general staff; other collections are

small and are cared for by the secretaries of the respective departments, a member of the faculty, or an assistant in the department.

Syracuse: Student help.

Texas: Stenographers, some full-time and some part-time. Some special collections, that are equivalent to departmental libraries in a way, are under the care of specialists, who are on the library payroll.

Washington University: Two by regular attendants in charge; others operated by departments concerned.

Wisconsin: Three are administered by full-time library workers. Full-time assistants are employed in two, and do clerical work for the departments in addition to some library work.

Yale: By full-time assistants in eight. The remainder are administered by student help or by a member of the departmental staff.

Pay for departmental service.—("Are the salaries charged to the general library budget or to departmental funds?")

Brown: Departmental funds.

Chicago: All, including students, are on general library budget.

Cornell: Departmental funds.

Illinois: Mostly charged to general library budget.

Iowa, University of: In ten, attendants are on the library payroll; in four, salaries are paid by the departments; in two, both contribute.

Iowa State College: General library budget.

Kansas: All salaries, whether regular staff or student assistants, are charged to general library budget.

Michigan: All salaries except for the law library, are charged to the general library budget.

Minnesota: General library.

Nebraska: General library.

North Carolina: See above, preceding paragraph.

Northwestern: Departmental funds.

Ohio State University: General library budget.

Princeton: General funds.

Rochester: Departmental funds, except for Catharine Strong Hall library.

Stanford: Medicine and law on general library budget; others from departmental funds.

Syracuse: Departmental funds.

Texas: Departmental funds.

Washington University: Departmental funds.

Wisconsin: College or departmental funds.

Yale: Departmental funds.

Departmental catalogs.—("Are books cataloged in the general library or in the departments?")

Brown: Cataloged in general library; cards in both places.

California: Books in departmental libraries in Berkeley are included in the general library catalog. Some of the departments have duplicate catalogs of their own collections.

Chicago: In general library, except for the law library, Rush Medical College, and Yerkes Observatory. Duplicate author catalogs and shelf lists are supplied for departmental libraries whose books are cataloged in the general library. Some of the libraries provide their own subject and other secondary entries.

Cornell: All that are the property of the general library, and some others, are cataloged in the general library.

Illinois: General library.

Iowa, University of: All purchasing and cataloging is done by the general library, and at least author catalogs are being developed for all departments. Card filing is done mainly by departmental library attendants.

Iowa State College: Both.

Kansas: Books are cataloged at central library. Departmental libraries are supplied with author and shelf list cards for their own catalogs. Some of the departments make subject cards for their own catalogs.

Michigan: All books, except for the law library, are cataloged in the general library.

Minnesota: General library writes the main cards for five departments and does all cataloging for the others.

Missouri: All books are purchased and cataloged at the general library.

Nebraska: Three libraries do their own cataloging; main library catalogs for the others.

North Carolina: All cataloging is done at central, except that one branch makes its own secondary cards.

Northwestern: In the department. General library orders printed cards when departments request it.

Ohio State University: General library.

Princeton: Both, in most cases.

Rochester: Music library has a separate catalog department; books for all others are cataloged in the general library.

Stanford: Except for medicine and law, all books are regarded as a part of the general library and are cataloged there.

Syracuse: General library.

Texas: General library.

Washington University: General library for the departments, but not for the schools.

Wisconsin: Books for all college and departmental libraries except the law library are cataloged in the general library.

Yale: In the departmental library except in a few instances when the books are cataloged by the general library.

Centralization of administration.—Concerning the experience of the University of Chicago, Mr. Hanson writes

as follows: "The present Chicago experience emphasizes centralization of administration, while permitting extensive decentralization of books. The experience has demonstrated so far that under this system there may be attained: 1, Greater harmony and co-ordination in catalogs and classification; 2, More extensive control of expenditures for books, salaries, and equipment; 3, Closer co-operation between the various libraries; 4, Greater uniformity in service requirements, correspondence, forms, and application of rules and regulations, than where the administrative connection between libraries is merely nominal.

"Some librarians and university administrators question the wisdom of providing a complete central catalog, an elaborate and minute system of classification to cover books in all libraries, and a large and expensive collection of reference books in the central library, under a system which encourages a majority of students and professors to use only a departmental library with its incomplete and partial collection of books, and its imperfect and defective catalog. The answer to this is that the saving in cataloging expenses, due to omission of entries from the central catalog and transfer of the work to the departmental libraries, would be more than offset by the loss of that harmony and co-ordination in entries and in classification which now permits wholesale transfer of books from one library to another without the slightest change in catalog entry or call number, and the loss of the great advantage to professors, students, and library assistants of having a complete catalog of all the books of the university in one central place."

A policy of increased centralization of books has recently been adopted at the University of Minnesota, by the following resolutions of the board of regents:

"That hereafter no separate unit of the university library

be established or maintained outside the general library except with the official approval of the president and the board of regents.

"That the university librarian be directed to make provision under his general control and supervision for the various units of the university library in harmony with the previous recommendation, and that he shall report to the president and the board of regents any modification of this policy which may seem necessary.

"That, in order to enable more accurate records of university library activities to be kept, reports shall be made to the university librarian, by those in charge of any unit of the university library, of such matters as it may be necessary or desirable to include in any general or special report of the university librarian."

In presenting certain recommendations in line with these resolutions, the library committee called attention in the following words to some of the disadvantages and some of the advantages of decentralization: "Scattered collections are rarely well administered, often closed to the general body of scholars and students by reason of inadequate staff, stand in greater danger from loss and theft, entail unnecessary duplication of expensive sets and periodicals, and from the educational standpoint mean isolation and provincialism in a day when the unity of scholarship and the inter-relation of all fields of science is the dominant note. Nevertheless, against this each and every special group can make a strong personal argument for the convenience of having its literature near its study and class room. From the reality and force of this argument one must usually cut away that part which is based on habit, custom, and inertia, where libraries have been thus decentralized. What groups are used to they grow to think is necessary, and then to defend as logical."

In the reorganization of the University of Iowa Library

in 1924 a new position was created known as "supervisor of departmental libraries," in order that the problems arising from departmental collections might be more satisfactorily met. Chief among these problems was the lack of co-ordination between the departmental libraries and other detached collections and the general library. At the same time, each separate collection had its own problems with which the available student help was scarcely able to cope. The problem of jurisdiction between deans, department heads, faculty library advisers, the library board, and the librarian and his staff was confused and variously understood. The whole situation was greatly simplified by appointing the librarian specifically "director of university libraries" and adding the position of "supervisor of departmental libraries" to the library staff organization. Through this supervisor, all matters relating to the administration and service of departmental libraries and smaller collections are handled. Cooperation with all concerned has produced excellent results. Twenty-two unrelated and somewhat disorganized libraries and smaller collections have been reduced to sixteen, open at specified hours, with an attendant always on hand when open; routine has been clarified and made systematic, and reports are made each month to the supervisor, who in turn presents a consolidated report to the director. The organization is quite similar to that in large public libraries where a supervisor of branches is a regular member of the staff organization.

Departmental libraries in smaller universities and colleges.—Reports received from the college and university libraries of from 50,000 to 100,000 volumes show very much the same general variations as those which have been brought out in the reports concerning the larger institutions, where the departmental library problems are likely to be more acute. Among thirty-eight libraries reporting, only

five report no departmental or seminar collections. Nearly all of the departmental libraries reported are under central administration. Libraries entirely or mainly under separate administration are the following: Bates (Department of Biology); Cincinnati (Law, Medicine and Nursing); Kentucky (Law and Experiment Station); North Dakota (Law); Pittsburgh (Mellon Institute); Washington and Lee (Law, Chemistry, Commerce, Electrical Engineering, Physics); West Virginia (Law, Mathematics, Physics).

The subject involves so much intricate detail that it is impossible to present here a more detailed report concerning the departmental libraries of the smaller institutions. Among sixty libraries of from 20,000 to 50,000 volumes, approximately one-third report some extent of departmentalization: ten have some departmental libraries, in the sense of the *Survey's* definition, and thirteen others have seminar collections. Libraries of less than 20,000 volumes were not requested to answer the questions on this topic. A few, however, answered, and from their replies it appears that several, at least, of the smaller colleges have decentralized their collections to some extent. Eureka College, for example, reports four seminar collections. Northeastern University has departmental libraries in the schools of Law, Engineering, Business Administration, and Commerce and Finance.

III. EXECUTIVE DEPARTMENTS AND DIVISIONS

The term executive department is here used with reference to the organization of the working force of the library into departments, each of which is recognized as a distinct unit in the administration of the library and the performance of its work. By a division is meant a distinct unit in the organization of a department, in charge of some definite part of the department's work. These definitions are adopted merely for the sake of uniformity in this report. There is

no uniformity in the nomenclature adopted by different libraries. A department, as the term is here used, is supposed to have its own chief, directly responsible to the chief librarian, and usually has also, in whole or in part, a separate departmental staff, responsible to the head of the department. A division, likewise, is supposed to have its own chief, who is immediately responsible to and under the direct supervision of the head of the department, and often has also a separate divisional staff of one or more assistants.

So far as possible these distinctions and definitions have been observed in the following reports. In several of the libraries cited, however, the number of full-time members of the staff is not greatly in excess of the number of departments. One library, for example, with a staff of nine full-time people, reports four departments; another, with twelve people, has six departments; another, with nine people, has seven departments. In some cases, therefore, the departmental organization signifies merely that certain parts of the library's work are considered sufficiently important to require the recognition of some one person as especially in charge of each, either with or without a staff of departmental assistants. Thus Vassar and Wellesley recognize certain department heads, but have no rigid departmental organization of the staff. Vassar has a reference librarian, who assists in administrative work, a head cataloger, in full charge of the catalog, and a loan-desk supervisor who is in full charge of the loan desk, but assistants in these departments are sometimes called on for other work. At Wellesley, likewise, there is a head cataloger, a reference librarian, a head of circulation, and a head of binding and periodicals, but the assignment of staff members in general is flexible.

Among thirty-three libraries of more than 100,000 volumes some degree of departmental organization is reported by thirty-one; only two report that they have no departmental

distinctions at all, and that all staff members are assigned temporarily for work wherever they are needed. In the other libraries the number of departments varies from one to eight; only two have less than three departments, and only nine have more than five. The following list gives the number of departments reported by each library; the figures in parentheses following the names of the colleges represent the "number of staff, library service, excluding part-time employes," reported by each library on its reply to the questionnaire.

One department: Amherst (9).

Two departments: Virginia (4).

Three departments: Brown (20), Bryn Mawr (9), Dartmouth (17), Vassar (10), Yale (56).

Four departments: California (40), Colgate (5), Indiana (11), Missouri (22), Nebraska (23), Notre Dame (6), Ohio Wesleyan (9), Wellesley (14).

Five departments: Catholic University of America (15), Cornell (21), Minnesota (44), Northwestern (14), Princeton (56), Texas (25), University of Washington (16).

Six departments: Chicago (98), Oberlin (23), Oregon (18), Washington University (12).

Seven departments: Colorado (15), Pennsylvania (48), State College of Washington (9).

Eight departments: Iowa (27), Michigan (80).

Departments of twenty-seven different names are reported by the thirty-one libraries cited above, although this number may be reduced to nineteen by classing together certain departments which apparently differ less in functions than in names. Of these nineteen departments, four (cataloging, reference, circulation, and order) have a high enough representation to permit them, perhaps, to be classed as fundamental or nearly universal.

A cataloging department is reported by all of the thirty-

one libraries. Six of these (Catholic University of America, Chicago, Colorado, Cornell, Indiana, and Michigan) have also a classification department, instead of combining this with the cataloging, and one of these (Chicago) has a separate shelf-listing division in the classification department. University of Oregon reports both a cataloging and a "continuations cataloging" department.

A reference department, either alone or in combination with some other department, is reported by all. The term reference department is used by twenty-three to designate this branch of their organization; Chicago and Cornell have a "readers' department"; Bryn Mawr, Virginia, and Yale combine reference and circulation, and also Amherst, where the reference work is done from the loan desk and both the reference work and the loan work are under the direction of the assistant librarian. Dartmouth at present combines reference and order work. Michigan combines reference and lending work in a "service to readers" department. This is under the supervision of the associate librarian, and embraces the following divisions: reading rooms; circulation and stacks; study halls; medical reading room; departmental libraries; and the rare book room.

Circulation is recognized as a distinct department in twenty-one, and in combination with some other department in six: Bryn Mawr and Yale combining with reference, Colgate with periodicals and binding, Chicago and Cornell with their readers' departments, and Michigan as one division of the "service to readers" department.

An order department, under some name, is recognized in twenty-five of the libraries reporting. Fifteen use the term order department; seven call it either acquisition or accession department; Dartmouth combines order and reference; Indiana, cataloging and order; and Iowa, order and binding.

Among the departments reported by fewer libraries are

an administration department, reported by seven (Bryn Mawr, Chicago, Iowa, Michigan, Pennsylvania, Texas, University of Washington); a department of periodicals, reported by two (Northwestern, State College of Washington); a department of periodicals and binding, reported by three (Pennsylvania, Washington University, Wellesley); and the following, with representations of four or less.

Bindery: Indiana, Minnesota, Notre Dame, State College of Washington.

Stacks: Cornell, Pennsylvania, Washington University.

Reserves: Colorado, Oregon.

Reserve reading room: Iowa.

Undergraduate study hall: Iowa.

Serials: State College of Washington.

Exchange: Catholic University of America.

Card: Chicago.

Branches: Colorado.

Departmental libraries: Iowa.

Special collections: Princeton.

Library extension: Michigan.

Instruction in summer course: Michigan.

Little is reported in regard to sub-departmental organization into divisions. Brown has two divisions of the order department, a division of books and supplies and a division of serials and binding. Chicago has in its acquisition department a gift and exchange division, a duplicate and map division, and a binding division. Chicago has also a shelf-listing division of the classification department. University of Washington, in its acquisition department, has divisions of orders and accessions, periodicals and exchanges, and binding. State College of Washington has a reserve division of the circulation department.

Reports from the smaller libraries indicate that in most libraries of less than 100,000 volumes there are very few

departmental distinctions, and that most of the distinctions which are made involve merely a natural division of the work, rather than the actual division of the staff into different departments.

Chapter II

STATISTICS OF EXPENDITURES: COLLEGE AND UNIVERSITY LIBRARIES

For purposes of comparison, statistics of college and university libraries present even greater differences than the statistics of public libraries. Behind the seeming uniformity of reports from various institutions, even a casual study reveals many differences in method, on the part of the library or of the institution to which it belongs. In some reports, for instance, general maintenance expenses are included; others exclude some or all maintenance items because they are charged to the general funds of the college or university and are not carried on the library budget. Under expenditures for salaries, some include all salaries paid for library service; others exclude certain salaries which are paid from departmental or other funds, not on the library's budget. Of more consequence still are the different significations of the amount spent for books, periodicals, and binding. In some reports this item represents the total amount spent for these purposes by the entire institution; in others it includes only the general library of the university or college, and none of the libraries attached to departments or to schools; in others it includes expenditures of some schools or departments, but not of all.

Still less tangible are the differences which may exist between one college or university and another, which may have an important effect on the nature of the library's work and on its statistical records. It is difficult, for instance, to make trustworthy comparison between one library which is essentially collegiate and the library of a university which has many professional schools where much advanced research is

done. On this point one library writes: "We are on the border line, providing university work with what is primarily a college population. In a research library many books must be purchased which have no interest to undergraduate students. Hence statements based on student population may be misleading when considering expenditures for books and for salaries in relation to the number of students."

In compiling the following tables every possible effort has been made to ensure their absolute accuracy. All the figures have been verified, in correspondence with the libraries mentioned, with the exception of two or three items where no response was received to the statements which were sent for verification. We have endeavored also to co-ordinate the reports from all libraries, in order that all might be presented on the same basis, so far as possible, of inclusion and exclusion, and some libraries have been omitted because co-ordination was not possible. The tables, however, are not presented for purposes of "rating" or comparison, and they should not be used for such purposes without more detailed knowledge of the circumstances in each case than it is possible to present in this report. The comments made on this point with reference to the statistics of public libraries apply also to the statistics of college and university libraries. In many cases, full knowledge of local conditions and methods would merely explain the reason why certain figures are higher or lower in one library than in another, without altering the fact that they are higher or lower; in other cases such knowledge would show that if the two libraries were put on exactly the same basis of comparison in all respects (assuming that this could be done), the apparent differences would become very much less or would disappear. The figures that are given in each table merely represent certain facts concerning the libraries mentioned, in one particular year, and may be taken as representative of what certain li-

braries are doing. For comparisons of "efficiency" they would be utterly unreliable. For computation of "averages" they would involve an uncertain, but unquestionably very large, percentage of error.

No statistics of circulation have been included, because of irreconcilable differences in the reports. Some of the reports included no circulation figures at all; some included the circulation of reserves and other special loans, some reported such circulation separately, and some excluded it altogether; some included and some excluded the circulation from departmental and seminar libraries.

All maintenance expenditures have likewise been omitted, because of the great variations in practice as to the inclusion of these in the library's budget. The tables, therefore, are concerned solely with the expenditures for books, periodicals, and binding, and for salaries.

EXPLANATION OF TABLES

The statistics are given separately for the libraries in each of four classes, grouped according to the number of volumes:

Class A More than 100,000 volumes
Class B 50,000-100,000 volumes
Class C 20,000-50,000 volumes
Class D Less than 20,000 volumes

With exception of a very few libraries which reported figures for 1924-25, all figures are for the collegiate year 1923-24.

Table 1: *Proportionate amounts spent for (a) books, periodicals, and binding, and (b) salaries.*

This table gives the percentage of the whole income, *less the amount spent for general maintenance,* which was spent for books, periodicals, and binding, and the percentage which was spent for salaries.

The amounts spent for salaries are based on the reported

expenditures for "salaries: library service," excluding "salaries: janitor service." Presumably, therefore, they include all salaries paid to student assistants, as well as the salaries of all members of the regular library staff, both professional and clerical. Salaries paid from general university funds, and not on the library's budget, are included.

The table includes the ten libraries which reported the highest expenditures and the ten which reported the lowest expenditures, for books, periodicals and binding. Since expenditures for other purposes are not included, the libraries which were highest in expenditures for books were necessarily the lowest in expenditures for salaries.

Table 2: *Per capita expenditures for books, periodicals, and binding.*

Table 3: *Per capita expenditures for salaries.*

These tables are based on the regular student enrolment of collegiate grade, excluding summer students and extension students, and excluding the faculty.

CLASS A (More than 100,000 volumes)

TABLE 1: PROPORTIONATE AMOUNTS SPENT FOR (A) BOOKS, PERIODICALS, AND BINDING, AND (B) SALARIES

Among 26 libraries whose figures could be compared, the following were the highest ten in expenditures for books, etc., and the lowest in expenditures for salaries:

	A	*B*
University of Iowa[1]	68.1%	31.9%
University of Nebraska	55.1	44.9
University of Washington	53.8	46.2
Washington University	53.7	46.3
Dartmouth College	53.5	46.5
University of North Carolina	48.3	51.7
Wesleyan University	47.9	52.1
Hamilton College	44.7	55.3
Bryn Mawr College	43.6	56.4
Princeton University	43.1	56.9

[1] Excludes departmental libraries.

The following were lowest in expenditures for books, etc., and highest in expenditures for salaries:

University of Chicago	28.9%	71.1%
State College of Washington	30.8	69.2
Vassar College	31.9	68.1
Oberlin College	33.6	66.4
Wellesley College	33.9	66.1
University of Pennsylvania	36.9	63.1
University of Minnesota	37.2	62.8
Colgate University	38.1	61.9
University of Missouri	38.8	61.2
University of Indiana	38.9	61.1

TABLE 2: PER CAPITA EXPENDITURES FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 20 libraries):	
Princeton University	$25.11
Bryn Mawr College	22.47
Amherst College	19.74
Hamilton College	17.70
Yale University	14.71
Brown University	13.42
Dartmouth College	13.39
University of Iowa	11.97
University of Oregon	9.75
Washington University	8.87
Lowest Ten:	
University of Indiana	$3.60
University of Missouri	4.27
University of Pennsylvania	5.09
Ohio Wesleyan University	5.58
University of Nebraska	6.71
University of Colorado	6.85
University of Washington	7.37
Oberlin College	7.74
Colgate University	8.14
University of Michigan	8.71

TABLE 3: PER CAPITA EXPENDITURES FOR SALARIES

Highest Ten (among 20 libraries):	
Princeton University	$33.15
Bryn Mawr College	29.07
Amherst College	26.24
Hamilton College	21.83
Yale University	21.80
Brown University	19.43

Vassar College	18.77
Oberlin College	15.27
University of Oregon	13.44
University of Michigan	13.23
Lowest Ten:	
University of Nebraska	$ 5.46
University of Iowa	5.62
University of Indiana	5.64
University of Washington	6.30
University of Missouri	6.73
Washington University	7.63
Ohio Wesleyan University	7.82
University of Pennsylvania	8.70
University of Colorado	9.46
Dartmouth College	11.63

CLASS B (50,000 to 100,000 volumes)

TABLE 1: PROPORTIONATE AMOUNTS SPENT FOR (A) BOOKS, PERIODICALS, AND BINDING, AND (B) SALARIES

Among 31 libraries whose figures could be compared, the following were the highest ten in expenditures for books, etc., and the lowest in expenditures for salaries:

	A	*B*
University of Kentucky	62.7%	37.3%
University of Arkansas	59.1	40.9
Duke University	58.4	41.6
West Virginia University	57.5	42.5
University of Utah	55.6	44.4
Miami University	53.8	46.2
University of Maine	50.3	49.7
University of Arizona	50.1	49.9
University of South Dakota	47.8	52.2
University of Pittsburgh	47.6	52.4

The following were lowest in expenditures for books, etc., and highest in expenditures for salaries:

Colby College	23.5%	76.5%
Bates College	26.1	73.9
Pennsylvania State College	28.9	71.1
Tufts College	29.4	70.6
Oregon State Agricultural College	30.7	69.3
Mount Holyoke College	31.3	68.7
Radcliffe College	34.1	65.9
Grinnell College	34.9	65.1

University of Tennessee	35.4	64.6
Colorado College	38.7	61.3

TABLE 2: PER CAPITA EXPENDITURES FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 30 libraries):	
Haverford College	$32.96
University of Wyoming	12.55
Duke University	12.39
Carleton College	12.02
University of Arkansas	11.38
University of Arizona	9.04
Emory University	8.44
University of South Dakota	7.87
Miami University	7.67
Grinnell College	6.69
Lowest Ten:	
Pennsylvania State College	$1.94
University of Pittsburgh	2.21
Bates College	2.28
Tufts College	2.38
Colby College	2.50
Cornell College	4.03
University of Utah	4.04
University of Kentucky	4.62
Washington and Lee University	4.79
Radcliffe College	5.15

TABLE 3: PER CAPITA EXPENDITURES FOR SALARIES

Highest Ten (among 30 libraries):	
Haverford College	$39.30
Carleton College	15.91
University of Wyoming	14.49
Mount Holyoke College	13.79
Grinnell College	12.47
University of Tennessee	11.32
University of Montana	11.30
Emory University	10.63
Radcliffe College	9.95
Colorado College	9.06
Lowest Ten:	
University of Pittsburgh	$2.43
University of Kentucky	2.74
University of Utah	3.22
Pennsylvania State College	4.78
Cornell College	5.48
West Virginia University	5.53

Tufts College	5.71
University of Maine	5.79
Washington and Lee University	6.14
Bates College	6.44

CLASS C (20,000 to 50,000 volumes)

TABLE 1: PROPORTIONATE AMOUNTS SPENT FOR (A) BOOKS, PERIODICALS, AND BINDING, AND (B) SALARIES

Among 37 libraries whose figures could be compared, the following were the highest ten in expenditures for books, etc., and the lowest in expenditures for salaries:

	A	*B*
Knox College	70.9%	29.1%
Ripon College	59.4	40.6
Alabama Polytechnic Institute	57.6	42.4
North Carolina College for Women	56.0	44.0
University of Southern California	52.5	47.5
Wittenberg College	51.3	48.7
Drake University	50.0	50.0
Texas Christian University	49.4	50.6
Grove City College	47.9	52.1
Antioch College	46.3	53.7

The following were lowest in expenditures for books, etc., and highest in expenditures for salaries:

Hanover College	20.0%	80.0%
Oklahoma Agri. and Mech. College	22.4	77.6
North Dakota Agricultural College	24.8	75.2
Olivet College	25.6	74.4
Western Reserve Univ. College for Women	26.3	73.7
Mount Union College	31.1	68.9
Simmons College	31.5	68.5
Montana State College	31.8	68.2
Washington and Jefferson College	32.0	68.0
Dickinson College	33.3	66.7

TABLE 2: PER CAPITA EXPENDITURES FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 32 libraries):	
North Carolina College for Women	$15.47
Mills College	13.98
Luther College	13.60
Alfred University	7.31

Goucher College	6.38
University of Southern California	6.33
Pomona College	6.03
Ripon College	5.74
Drexel Institute	5.20
Knox College	5.08
Lowest Ten:	
Hanover College	$ .71
Clemson College	1.49
Dickinson College	1.82
Oklahoma Agri. and Mech. College	1.83
Olivet College	2.41
Alabama Polytechnic Institute	2.78
Iowa Wesleyan College	2.97
Wittenberg College	3.13
Simmons College	3.14
University of the South	3.14

TABLE 3: PER CAPITA EXPENDITURES FOR SALARIES

Highest Ten (among 32 libraries):	
Mills College	$22.61
Luther College	15.80
North Carolina College for Women	12.11
Western Reserve University College for Women	11.19
Mount Union College	11.02
Goucher College	10.71
Alfred University	10.64
North Dakota Agricultural College	10.34
Pomona College	10.23
Drexel Institute	10.08
Lowest Ten:	
Alabama Polytechnic Institute	$2.05
Knox College	2.08
Clemson College	2.59
Hanover College	2.85
Wittenberg College	2.97
Dickinson College	3.63
Ripon College	3.91
Grove City College	4.78
Transylvania College	4.92
Iowa Wesleyan College	5.44

CLASS D (less than 20,000 volumes)

TABLE 1: PROPORTIONATE AMOUNTS SPENT FOR (A) BOOKS, PERIODICALS, AND BINDING, AND (B) SALARIES

Among 45 libraries whose figures could be compared, the

following were the highest ten in expenditures for books, etc., and the lowest in expenditures for salaries:

	A	*B*
Columbia College	86.9%	13.1%
Queens College	75.5	24.5
Aurora College	71.8	28.2
La Grange College	62.7	37.3
Concordia College	55.7	44.3
Manchester College	55.7	44.3
Northeastern University	49.3	50.7
Wesleyan College	47.0	53.0
Puget Sound College	46.8	53.2
Marshall College	46.6	53.4

The following were lowest in expenditures for books, etc., and highest in expenditures for salaries.

Adelphi College	16.8%	83.2%
Central College	18.3	81.7
Western Maryland College	20.4	79.6
Carnegie Institute of Technology	26.4	73.6
Shurtleff College	27.0	73.0
Hood College	27.4	72.6
University of New Mexico	27.8	72.2
Georgia School of Technology	29.0	71.0
Lebanon Valley College	29.3	70.7
Milton College	29.6	70.4

TABLE 2: PER CAPITA EXPENDITURES FOR BOOKS, PERIODICALS, AND BINDING

Highest Ten (among 36 libraries):	
Columbia College	$23.44
Queens College	16.53
Connecticut College for Women	8.05
Concordia College	7.78
La Grange College	6.90
University of New Mexico	6.31
Marshall College	6.16
Westminster College	5.33
Colorado Western State College	4.89
Shurtleff College	4.51
Lowest Ten:	
Kansas Wesleyan University	$ .86
Central College	.90
Adelphi College	.94
Northeastern University	1.04
Georgia State College for Women	1.14

Carnegie Institute of Technology	1.19
Western Maryland College	1.39
Texas Agri. and Mech. College	1.67
Muskingum College	1.80
Greensboro College	1.97

TABLE 3: PER CAPITA EXPENDITURES FOR SALARIES

Highest Ten (among 36 libraries):	
University of New Mexico	$16.36
Connecticut College for Women	14.91
Shurtleff College	12.20
Milton College	8.43
Lebanon Valley College	7.93
Marshall College	7.05
Emporia College	6.38
Westminster College	6.16
Milwaukee-Downer College	6.11
Kalamazoo College	5.98
Lowest Ten:	
Northeastern University	$1.07
Kansas Wesleyan University	1.43
Louisiana College	2.29
Georgia State College for Women	2.39
Muskingum College	2.44
Simpson College	3.20
Carnegie Institute of Technology	3.33
Columbia College	3.50
Texas Agri. and Mech. College	3.81
Nebraska Wesleyan University	3.99

PERCENTAGE OF INCOME DEVOTED TO THE LIBRARY

The *Survey* has not included in its investigation a study of the relation which exists between the entire income of the colleges and universities reporting and the amount of money which is spent on the library. An inquiry was recently made on this point among sixteen university libraries by Dr. Theodore W. Koch, librarian of Northwestern University. The figures reported to him vary from a minimum of 2.5 per cent. to 11.4 per cent., averaging 4.9 per cent. for the sixteen institutions. Many of the reports were accompanied by certain qualifying comment. One librarian wrote that it is difficult to isolate library expenditures from the general disburse-

ments of the university. Another called attention to the fact that certain operations are performed by the library in some universities which in others are done by other departments or offices, and therefore do not appear in the library's budget. The fact that the range of percentage is so great is apparently due largely to the innumerable differences in methods of administration and accounting, some of which are mentioned at the beginning of this chapter and in the discussion (pages 213-30) concerning departmental libraries and the apportionment of book funds.

Chapter III

SELECTION AND ACQUISITION OF MATERIAL: COLLEGE AND UNIVERSITY LIBRARIES

I. APPORTIONMENT AND CONTROL OF BOOK FUNDS

In college and university libraries the term book fund is generally used in a broader sense than in most public libraries. The book fund of a public library generally covers only the purchase of books, and separate items are provided in the budget for periodicals and for binding. In the college or university library the book fund commonly includes books, periodicals, and binding.

Both the principles and the methods of book selection in the college or university library are very largely influenced by the system which is followed in regard to apportionment and control of the book funds. All funds appropriated for the purchase of books may be centralized in one sum, which is placed under the control of the general library, or may be divided into separate appropriations for the various schools or departments. The book funds which are appropriated to the general library may be apportioned by it among the different schools of the university or the departments or subjects of instruction, or may be held intact by the library, and used in the interests of the institution as a whole, without definite apportionment. Book funds which are assigned to schools or departments may be absolutely under the control of those schools or departments, or may be spent by the library under their advisory direction.

The methods of handling funds differ so greatly that no

classification can be made, in which every library could be placed without some modification. Many libraries are operated mainly under a certain policy, but with exceptions which make classification difficult. The degree of difference, too, between one system and another, depends not only on the systems, but on the rigidity with which they are applied; on the extent to which "control" is tempered with cooperation. The whole question of appropriated book funds is often influenced further by two other factors, which can not be easily provided for in any classification: the number of schools or departments which maintain their own libraries, independent of the general university library and therefore not included in the general library's budget; and the amount of money available for certain departmental libraries from gifts or endowments which are restricted to those departments or to certain subjects. In some universities, too, books are sometimes purchased by departments, from funds provided them for departmental equipment, without reference to the general library, and without the librarian's knowledge.

From such conditions arises the fact that in some universities the librarian has no exact knowledge of the total amount of money which is being spent for books in the libraries of the university. For example, one university says: "Many of the departments have laboratory collections in no way controlled by the university library. The librarian has no record of them." In general, however, with due allowance for these variations, practice is divisible into three forms, as indicated above. These are discussed in this report under the following heads:

"Divided book funds." This term signifies that specific amounts are appropriated as a book fund, by the governing board of the college or university, for each of the schools or

colleges of the university or for each department of instruction of the college, and that a separate appropriation is made to the library, as a general book fund.

"Centralized book funds, unapportioned." This term signifies that all appropriated book funds are assigned to the general library, and placed under its control, and are expended by it without definite apportionment.

"Centralized book funds, apportioned." This term signifies that funds are appropriated in the first instance to the general library, but are by it subdivided, in whole or in part, by specific allotments to (a) schools or colleges, (b) subjects, or (c) departments of instruction.

Reports on the apportionment and control of their book funds have been received from fifty-four libraries. The following summaries of these reports should be read with this limitation in mind: that they take into consideration (a) only the expenditures *for the general university library and the school or college or departmental libraries which are under its administration* (excluding from consideration school or departmental collections which are entirely independent of the general library in administration); and (b) only the funds *appropriated* for the purchase of books *from the unrestricted general funds* of the college or university (excluding from consideration all funds which are restricted to a particular department or purpose).

"Divided book funds."—A system of divided appropriations for books is in force, mainly or entirely, in the following libraries:

At the University of Arkansas each department of instruction has a separate appropriation for maintenance, which is used in part as a departmental library fund, to include the purchase of books. These appropriations are entirely under the control of the departments.

At Indiana the appropriation for books is made to the

library, but about 75 per cent. of the whole amount is apportioned by the trustees, in making the appropriation, among the various departments of instruction. Each department head has full control of the selection of books to be purchased from his allotment.

At State College of Washington each department head, in his annual budget, requests a specific amount for books, periodicals, and binding, and an appropriation is made by the regents for these purposes, to be spent by the librarian under the direction of the head of the department. These departmental appropriations constitute about 80 per cent. of the entire book funds of the college. "In some cases appropriations asked for in departmental budgets are spent for laboratory equipment or other purposes, and not for books, periodicals, or other library material."

At the University of Pittsburgh, likewise, a certain amount is appropriated to the university library as a book fund, solely under the control of the university librarian, but about 80 per cent. of the entire appropriation for books is appropriated to the college and the various schools of the university, and a definite amount is assigned to each as a library fund, under the full control of the dean of the school. Most of the deans re-apportion their funds among their heads of departments.

At Johns Hopkins the trustees make an annual library appropriation to each of the four schools of the university, to be spent under the direction of the library committee of the school and the librarian, who is a member of each of these committees.

At the University of Chicago the general book fund is allotted to different departments of instruction. In 1920 this plan, which had been in vogue up to that time, was abandoned, and the departmental book funds were pooled, with the exception of income from certain bequests and gifts and the appro-

priations for the Law School, the School of Commerce and Administration, and the high and elementary schools of the Department of Education. The new plan worked well for several years, but the increased cost of books and the wiping out of balances caused such pressure from the departments that it seemed advisable to revert to the former plan of allotment. Under this plan control is centralized to some extent by the creation of a general book fund, from which is deducted, before apportionment is made, the amount needed for periodicals and continuations. In the apportionment, however, the general library is considered as a department, and receives less than the amount which is allotted to the departments of history, English, and education.

Several other universities perhaps belong partly in this group, because of separate appropriations which are made to some schools or departments. At the University of Missouri, for example, special appropriations are made by the state legislature for some of the schools of the university, supplementing the amount which is allotted them by the general library from its funds. At the University of Oregon the law library, although under the general library's administration, has its own budget, which includes an appropriation for books. In general, however, a system of centralized appropriations prevails in all of the libraries reporting, with exception of the six named above, and with such modifications as will appear in the following summaries.

"Centralized book funds, unapportioned."—Of the forty-eight libraries where all appropriations for books are centralized in the general library, the following make no definite allotments to schools or departments or subjects:

At Iowa the item in the annual library budget known as the library book fund covers books, periodicals, and binding, and is not further subdivided into arbitrary amounts for specific departments or subjects. Each department or col-

lege may order what it needs until its expenditures, in the judgment of the director of libraries, begin to encroach on the needs of other departments. The department is then notified and the necessity for curtailing or suspending further expenditures for the balance of the fiscal year is pointed out. The amount spent for each department or college depends on its size, on the number of its students, and on its needs compared with the needs of other departments. Book-order cards, signed by the head of each department or college or by a member of the faculty designated by him as "library representative," are rarely questioned unless the volumes recommended are already on the campus or are extremely expensive, or unless some other reason seems to justify a conference regarding the order. The present practice was instituted in 1909 at the specific request of the library board of the university senate, after experience with the "specific apportionment" plan.

At Nebraska there is no departmental division of the book fund except in the librarian's mind. Apportionment is left to the librarian, and the policy has been to make no specific allotments. "We have found that in this way it is possible to make more valuable additions to the library than if specific allotments were made. The library has been greatly strengthened by rotating a large expenditure among the various departments in successive years."

At the University of Oregon no definite apportionment is made, except for the law library, which has its own budget. The departments are told, if they inquire, approximately what they can count on during the year, but the arrangement is sufficiently elastic to permit the use of funds wherever they are most needed. "Generally speaking, each department head may ask for anything he wants. If funds are available, requests are not vetoed by the librarian or the library committee, although the department head is some-

times questioned as to the need for certain books. We try to get all of the inexpensive items that any department wants; with expensive items it is necessary to make selections each year."

At Princeton each department is allowed to submit orders up to a certain low maximum and have them filled without question. If a department wants to buy extensively on a particular subject, or needs a specific amount for a definite purpose, it applies to the librarian or to the library committee, and a grant is made for this purpose. "A large proportion of our individual orders are on recommendation of the professors, and we constantly consult faculty members in regard to other purchases."

At Yale the system of appropriating might be classed under "divided book funds," since all of the schools and some of the departments have annual appropriations for their own libraries, as part of their budgets. The purchases for these libraries, however, are usually under the control of the school or department concerned. The university librarian is head of all book collections, and is frequently consulted in regard to purchases, but his relation to these libraries is mainly advisory. Since this report excludes from consideration libraries which are primarily independent in administration, Yale is here classed under "centralized book funds," because the general library's appropriations are in no way under the control of schools or departments, and no apportionment of these funds is made. The determination of the manner of expenditure of the general library's book appropriation is entirely in the hands of the librarian and the library committee. "Of course we welcome recommendations from the faculty and the students, either individually or by groups, but the control remains in our own hands. Perhaps three-fourths of the books are selected by the staff of the library, and one-fourth by faculty members."

Bates College, Clark University, Radcliffe, and Vassar, also make no apportionment of their appropriated book funds.

At Harvard, as at Yale, the system might be classed as either divided or centralized. At Harvard there is now no system of definite apportionment in the college. The university appropriates nothing from its free income for the purchase of books for the library of Harvard College, which has the use of many different funds which have been given to the university explicitly for this purpose. Some of the special libraries of the university which have no income of their own depend on special appropriations given them by the university. Books of these libraries, especially the smaller libraries, are in most cases purchased and cataloged through the central library, and that library, when necessary, exercises some supervision over the collections, but does not use any of its own income for the purchase of the books. Some of the larger departmental libraries also have special appropriations from the funds of the school or college to which they belong. In the expenditure of the income which belongs specifically to the college library, for many years apportionment was made among the different departments of instruction in the college. In theory, this is still done, but no new apportionment has been made for several years, and the old assignments are now used merely as a general basis for expenditures, without being closely followed in detail.

"Centralized book funds, apportioned."—The remaining libraries (38 out of 54) make more or less definite apportionment of some part of their general book funds, either to schools or colleges, to subjects, or to departments of instruction. The percentage of the entire book fund which is thus distributed varies from 30 to 80, but comparisons on this point are of uncertain significance, as the amount which is included in the apportionment may be partly determined by the amount available for specific purposes from restricted

funds, and also by the practice in regard to periodical subscriptions. In most of the libraries reporting, periodicals and continuations, sets, binding, and other general expenses, are paid for from a general fund which is set aside for this purpose before apportionment is made, but in a few libraries all such purchases which belong particularly to any one department are charged to that department's allotment. At the University of Washington new subscriptions to periodicals are charged to the departments which requested them, for the first three years of the subscription, after which, if they are approved by the library committee, they are charged to the general library funds. At Illinois, likewise, departments are permitted to subscribe for whatever periodicals they wish to out of their own library allotments; if a department carries a subscription for three years the subscription is then automatically transferred to the general periodical subscription list, and is no longer charged to the departmental allotment. If a department purchases a complete set or an extensive run of a journal, the general library automatically takes over the cost of the subscription, on the general periodical fund, and keeps the file of the journal up to date.

The most usual forms of practice in regard to apportionment are illustrated, with many variations, by the following summaries. In some libraries, it will be seen, as at the universities of California and of Washington (pages 224, 226), a definitely outlined plan of apportionment is presented in detail for the information of all who are concerned, whereas in others the details of the apportionment are less clearly defined or announced. A similar difference is seen in regard to the rigidity with which the allotments are made. This is illustrated by the reports from California (page 226), Michigan (page 222), and Pennsylvania (page 228), representing a system of definite allotments on a basis of units or shares, and the reports from Lehigh (page 227) and Minnesota (page

227), representing more flexible apportionment. In general, the allotments are rather definite assignments, subject to reversion to the general book funds of the library only if not spent by the departments before a certain date. The date of reversion is sometimes thirty days before the close of the fiscal year, sometimes sixty days, and sometimes longer.

Apportionment to schools and colleges.—At the University of Illinois a general fund is assigned by the committee on apportionment of library funds, on recommendation of the library committee of the university senate, to cover the needs of the general library and the various schools, colleges, and departments which that library serves. For several years the allotments for the general library have averaged about 53 per cent. of the entire amount appropriated for books, periodicals, and binding; the allotments to schools and colleges about 27 per cent.; and "special assignments" for specific current needs about 20 per cent. The assignment for the general library includes fixed amounts for general books and reference books, general continuations, most periodicals, sets, binding, duplicates for general reading, and a reserve or emergency fund. The appropriations for some of the schools and colleges are further divided by specific departments of instruction. Occasionally allotments are made for specific subjects, but these are classed as "special assignments," and are not repeated from year to year. "Each department has full control of the funds allotted to it, except that the librarian is charged with the duty of such general supervision as may be needed to avoid unnecessary duplication, and if any department should adopt an unusual plan of selection it might be the librarian's duty to bring the matter before the library committee."

At Michigan the university library's budget carries separate book funds which have been appropriated for all the various colleges whose libraries are under the direction of

the general library. Each college has a library committee, which re-apportions its book funds according to its own method of procedure. In the College of Literature, Science, and the Arts, where departments are most numerous and the appropriation is largest, the committee appropriates a little more than one-third of its fund for the binding of periodicals and for the purchase of books in certain subjects that are not covered by any department of instruction; slightly more than one-third is appropriated to the several departments; and the remainder is reserved for special purchases or for special appropriations which may be made as needs may arise or as good opportunities may be offered. A librarian's fund is also reserved, to be spent for general purposes at the discretion of the librarian. The departmental allotments are made on a basis of units of $400 each.

The University of Missouri receives from the General Assembly of the state an appropriation for the general library and for each of the departmental libraries with the exception of the College of Arts, and Business and Public Administration. The money appropriated by the state for the general library, usually supplemented by an appropriation made by the board of curators, makes a fund for the general library, a part of which is apportioned to the professors in the College of Arts and Business and Public Administration.

At Northwestern a definite amount is apportioned to the book funds of the College of Liberal Arts and of the various professional schools, but in the college no apportionments are made either by departments or by subjects. The distribution of the money is left in the hands of the librarian, and it is thought that the best results are obtained by thus pooling the funds.

At Oklahoma the book funds are apportioned to schools and to departments, after setting aside from 15 to 20 per cent. of the entire amount as a general library book fund.

There is a tendency at this time to increase the amount reserved in this general fund.

At Pennsylvania State College and at the University of South Dakota a definite sum is allotted to the dean of each school, which he re-apportions among the departments of the school.

At the University of Washington a "departmental fund" is established, which is distributed by the president of the university among the various colleges and schools. The amount thus assigned to each college or school is divided by the dean among its departments. In determining the amount of this "departmental fund" a sliding scale is followed. If the whole appropriated book fund is between $20,000 and $25,000, 33 per cent. of it is placed in the departmental fund; 25 per cent. if the whole fund is between $25,000 and $35,000; 20 per cent. if the whole amount is more than $35,000. The departmental allotments are used for the purchase of inexpensive books for current use, and for new subscriptions, of less than three years' standing, to current periodicals. The unapportioned funds cover all binding; all continuations, whether departmental or general; all current periodicals which have been approved by the library committee; books which are constantly needed in the general library but are not provided by any departmental purchase; books which are needed in some research investigation; all long runs of periodicals, proceedings, and transactions of learned societies; and all expensive bibliographic aids that are needed by any department or by the general library.

Apportionment to subjects of instruction.—At Columbia the allotments are made to definite subjects of instruction, corresponding closely, but not entirely, to the departments. Thus the allotment for English covers the English collections of the library as a whole, but another allotment is made to cover the needs of the graduate English room.

At Cornell, also, the book funds of the general library are allotted to subjects, rather than to departments, on the principle of recognizing all subjects which are covered in the curriculum, and a few others, by appropriations sufficient to provide at least the most important current literature of each subject. To provide for weak or neglected departments of the library, a reserve fund is set aside, to be assigned by the library council in supplemental grants to departments as needs arise. Fixed amounts are set aside also for a general periodical fund, the completion of sets, binding, a "discretionary fund," general reference, and bibliography. The money remaining in the unrestricted funds is then divided among more than fifty subjects, several of which are subdivided by separate allotments; for example, the total appropriation for history includes separate allotments for eight different divisions of history.

Apportionment to departments of instruction.—In twenty-eight of the fifty-four libraries included in these summaries, an apportionment of the unrestricted book funds is made to the departments of instruction. Among these, various conditions and methods are illustrated by the following reports, representing various degrees of what one librarian calls "complete advisory control" on the part of the faculty, and the natural division of responsibility between the librarian and the specialists of the faculty.

At Amherst definite amounts are set aside for general periodicals, for binding, and for a fund to be used by the librarian for general reference books. In a few cases, where departments and subjects of instruction do not coincide, appropriations are made for certain subjects. Thus a small appropriation is made to the subject public speaking, in addition to the allotment for the English department; separate allotments are made for French, Italian, and Spanish, instead of one combined appropriation to the department of

romance languages. "Nearly all books are bought on recommendations of faculty members, but a general fund in the hands of the librarian is spent at his discretion. The money allotted to each department is spent by the members of the department as they please. The library committee has full authority to supervise and to check purchasing, but this authority is almost never exercised."

At Brown the apportionment covers about 37 per cent. of the unrestricted funds. The unapportioned general fund is allotted for the purchase of periodicals, continuations, binding, supplies, contingencies, and reference works. The allotments are made, theoretically, by subjects, but are administered by the departments. "We do not consider the department head as having full control of the funds, but consider him rather as an advisory specialist, who generally recommends to the full. The librarian or the library committee may purchase books in any department's subject or from its allotment. This is in line with the policy of the university, which regards every book purchased as belonging to the entire university, and not to a single department, and as under the care and direction of the library committee through the librarian."

At California about 50 per cent. of the funds available for apportionment is divided among the departments by the library committee of the university senate, after setting aside the amounts needed for current periodicals and sets, for works of general interest, for a librarian's fund, and for such special grants as may seem desirable. The apportionment is made on a basis of units. Each department is allotted a certain number of units, in accordance with the relative needs of all departments, and the whole amount available for distribution is divided by the number of units assigned, thus setting the value of the unit for the year. The budget for 1924-25 included 321 units, of $44.86 each, divided

among 41 departments in amounts varying from one unit to twenty-five. In a few cases a departmental allotment includes a fixed number of units for specified subjects or divisions of the department.

Lehigh, in its first year of re-organization, has endeavored to make a rather flexible apportionment. Of the amount which was set aside for departmental use, from 1 to 10 per cent. was tentatively assigned to each department. No department, however, was told that it had a certain fixed allowance, but each was told that it might have approximately a certain amount.

At Maine about 40 per cent. of the amount available for books, periodicals, and binding is apportioned among the departments to be spent for books. About 8 per cent. of the total amount is set aside as a reserve fund, under the librarian's control. This may be used for the purchase of duplicates needed for assigned class reading, and of books needed by faculty members which are not included in departmental orders.

At Minnesota a rough, tentative apportionment is made at the beginning of each fiscal year. Certain amounts are set aside for fixed charges, including binding, periodical subscriptions, continuations, sets, general book purchases by the university librarian, transportation, Library of Congress cards, and miscellaneous items. The remainder is roughly divided into two approximately equal parts, one of which is apportioned among the departments to cover their needs during the first half of the year. At the end of the half year another apportionment is made, in which the allotments may be either increased or decreased, usually *pro rata,* according to the state of the funds at that time. "No college or department is encouraged to think that it can demand a fixed amount for its own purchases. Within certain fairly definite limitations each department head has control of the

funds apportioned to his department or subject. The library asks each dean or head of an important department to designate some member of his staff as library representative. All orders signed by him are passed without question unless they involve subscriptions to current periodicals, for all of which the approval of the library committee is required, or excessive prices, undue duplication, or other purchases which the library committee or the university librarian considers questionable. These departmental allotments are not expected to cover expensive sets or expensive single items of unquestioned value. These, as well as many books and sets of interdepartmental value, are often charged, at the discretion of the university librarian, against general funds rather than against departmental allotments. The chief purpose of the general fund is to supply means of providing material which could not be easily handled through fixed allotments, because of their price or of the uncertainty of their appearing at times when departmental funds would be available."

At the University of Pennsylvania nearly two-thirds of the unrestricted book funds are specifically allotted for the purchase by the librarian of periodicals, reference books and current literature, duplicates, auction purchases, and Franklliniana. The remainder is apportioned among the departments in shares of $200 each. The allotment of shares is made by the librarian from his experience of the needs of each department. Many departments have an income from endowments, and this makes it unnecessary for some departments to share in the "departmental" book fund. Most of the departments, however, receive one share, and a few receive two. The librarian selects the books to be bought from the general book funds, part of which comes from endowments and part from annual appropriations. A designated member of each department recommends books to be bought by the librarian from the department's funds. At the be-

ginning of the last quarter of each fiscal year, unexpended balances of the "departmental shares" are pooled, and shortly before the close of the year all unexpended departmental book funds become available to the librarian for the general book needs of the library.

At Stanford University about 54 per cent. of the general book fund is allotted to the departments, and the remainder is reserved for periodical subscriptions, binding, and general purchases. Each department is authorized to "nominate" purchases up to the limit of its allotment, but the allotments are not considered as appropriations in a strict sense of the term.

As is indicated by these reports, the most usual method of securing faculty approval of books that are recommended for purchase from departmental funds is to have all orders approved by the head of the department concerned, or by some other official representative of the department. In some colleges the method of procedure is left to the pleasure of the head of each department. At Bryn Mawr, after the cost of periodicals and of binding is deducted from each department's allotment, the remainder is equally divided among the members of the department, and each member is at liberty to spend his own share as he pleases. At Wellesley, likewise, each department divides its allotment among its members, but in some departments all orders must be approved by the head. At Michigan orders of some departments are approved by the head of the department, but most of the departments require approval by a committee. At Northwestern, in some departments several members of the teaching staff may sign orders; in others the head of the department retains this privilege in his own hands. At Stanford one department divides its funds among its members, each of whom may submit his orders directly to the librarian; in other departments all orders must have the approval of the department head or are acted on in staff meetings.

II. PRINCIPLES AND METHODS OF BOOK SELECTION

Book purchases for the college or university library may be grouped in two classes, departmental and general: including under departmental purchases books relating specifically to the various subjects of instruction and research which are represented in the different departments; and under general purchases works of a more general character, which belong particularly and logically to no one department's field. "Works of general interest" are defined, for example, at California, as "important works in fields that lie outside any department of instruction; works of interest to the general reader; and books on subjects in which instruction is offered by several departments." Dartmouth says: "The members of the faculty are expected to cover their respective fields. The librarian tries to cover fields of general interest, such as travel and popular fiction, to fill inter-departmental gaps, to watch for passing opportunities, and to initiate action in fields not related to any current departmental work." At the University of Oregon "books coming within the scope of any department are ordered on recommendation of the head of the department; books of general interest are recommended, for the librarian's approval, by the circulation librarian, the reference librarian, and the head of the order department of the library." In like manner, at North Carolina College for Women "the librarian chooses most of the general books, fiction, biography, travel, and many of the new books in all fields; faculty members choose titles especially needed for class work, collateral reading, and scientific and technical works."

Many libraries report that the librarian or the library committee is the final authority in book selection in all cases of doubtful purchases, and a few state that all orders are for-

mally submitted to the librarian or to the library committee for approval. Nearly all, however, so qualify their statements that in most cases, it appears, the vesting of this authority in the library is largely for the purpose of preventing unnecessary duplication and the expenditure of a disproportionate amount on any department or subject; also to ensure the systematic development of the whole library by the wise selection and purchase of important works which are not requested by any department. The summaries given in the preceding section indicate that, in most of the libraries reporting, practically complete control of departmental allotments is vested in the departments, subject to such centralizing supervision on the part of the library as may be necessary. The reports indicate also that the expert judgment of the faculty is utilized in most of the libraries where no apportionment of funds is made, no less than in those where each department is given a definite allotment.

As the advice of faculty members may often be requested concerning purchases of a general nature, so the orders for many "departmental" purchases may originate with the librarian or some member of the library staff. The University of Iowa uses the following form notice for calling to the attention of faculty members new books which may not otherwise have come to their notice: "We attach some book circulars that may interest you. If you wish any of the items purchased please fill out a library book order card for each item desired and send through the usual channels for ordering books for your department, keeping the circular attached until the card reaches the library's order department."

Many libraries report that faculty members or others who recommend books are notified of their receipt, and most of the others send such notices if they have been requested, or in special cases. In most of the libraries reporting books

will be reserved for the persons who recommended them if request is made that this be done, and some state that they are reserved even without specific request. In a few libraries this privilege is extended only to faculty members or in special cases. Blank notification forms are provided in some libraries for such purposes. California has a form for notification of the receipt of a book, which the reader may fill out when filing the request. Bryn Mawr sends a notice that "the following books, requested by you, have been received and may be inspected Friday morning at 11 o'clock in the New Book Room." Arkansas has a printed form: "The following books of possible interest to you or your department have been recently added to the general library." The University of North Carolina and South Dakota State College mail to faculty members and others, every week or ten days, a mimeographed list of recent additions.

Temporary cataloging of new accessions.—Several college and university libraries and a few public libraries make temporary catalog cards for new books, either when the books are ordered or when they are received. These cards are filed either in the official catalog, for the information of the staff, or in the public catalog, so that anyone consulting this will automatically learn that the books have been ordered, or have been received and are in process of cataloging. The chief difficulty reported in connection with temporary cards for new accessions is the possibility that the temporary cards may not be withdrawn when the permanent cards are filed, if the permanent author entry differs from the form which was used on the temporary card.

On the operation of this plan the reports received, both from college and university libraries and from public libraries, are as follows:

Amherst College: "Temporary cards are placed in the catalog after the receipt of a book, pending the arrival of the

Library of Congress card. There is, of course, a possibility that our entry may not be correct, hence there may be some slight danger of the temporary card not being found when the printed card comes. This seems, however, to be practically negligible when weighed against the advantage of having the catalog indicate in some way all the books in the collection. The difficulty over entry seems to be confined pretty largely to books by a compiler and to books issued by a society or an institution. In our library there has been very little trouble."

University of Chicago: "Order cards for books received are filed in the official catalog, an effort being made, when necessary, to change the entry on the order card to correspond with the entry on the catalog card. The order cards are usually filed some time before the catalog cards. Temporary cards are filed in the public catalog in cases where permanent cards will be considerably delayed. These are for books for which printed cards are ordered from the John Crerar Library, or for which we print cards, or for United States copyrighted books for which Library of Congress cards are not yet available. Only in the latter case is there any uncertainty as to heading. A duplicate file of temporary cards for which Library of Congress cards will be substituted is kept in the catalog department. As new Library of Congress cards for the depository catalog are received they are checked with this file, and a difference in heading is usually found without difficulty. If cards have been in the temporary file too long a systematic search is made in the depository catalog under other possible headings. If there is a difference in heading, the temporary card in the public catalog, agreeing with the catalog department file, is easily located."

Grinnell College: "The plan has many disadvantages.

We have found no way of making sure that all new books are entered, or that all cards are withdrawn when the permanent cards are filed. The person filing knows that there should be an author card in the catalog for every book, so searches for it if it is not in the proper place. Our duplicate order card is used for the temporary card, so the form of entry can be found by consulting the order file. This, however, does not do away with all mistakes."

John Crerar Library: "The duplicate order slip is filed in the official catalog. No order is mailed until this slip is in place, so that duplication of orders is very rare. Cross references are made to the orders from any other form of entry which seems likely to be used; for example, where the author is an official of a society we refer from that society. When books are received, if they are then found to have different authors from those under which they were ordered such references are made at once. The temporary cards are blue, and the rule is that a blue card shall be withdrawn for every printed author card filed, so that this point is automatically cared for."

University of Michigan: "Formerly the order cards were filed in the official catalog, but the difficulty of determining the correct entry from a publisher's list or a dealer's catalog caused this practice to be discontinued. Now, when a book is 'cleared' by the order department it is passed on to the catalog department, where a temporary slip is made, giving the exact entry, title, date of publication, and call number. This slip is filed in the supplement to the official catalog. If printed cards have been received the slip is automatically cancelled when these cards are typed and filed. If printed cards are not obtainable, the temporary slip is stamped 'cataloging incomplete' when it is first filed. When the cataloger has prepared the copy for the permanent cards the slip is stamped 'cataloging complete,' and is transferred to the main

body of the official catalog. Here it is automatically cancelled when the permanent cards are filed."

University of Minnesota: "Temporary cards are filed in the public catalog for some books. These are usually either 'rush' books or delayed books which are held for cataloging later. At one time the duplicate order slips were filed in the public catalog, but that practice was discontinued. The information given was too brief, and often the slips were left in after the catalog cards were filed. Slips for books ordered but never received sometimes remained in the catalog for years. Most people, too, failed to notice whether the slip indicated that the book had merely been ordered, or had been received. Filing these slips, and stamping the date when received (which was not always done), took much time, and the disadvantages outweighed the advantages of having a record of orders in the catalog. Combining the incomplete entries on order slips, as taken from second-hand catalogs and other sources, with the fuller catalog entries, did not seem to us a success in a large catalog."

Newberry Library: "When a book is received the order card is removed from the file and is filed in the official catalog, to be replaced later by the permanent catalog card. The order card frequently does not list the author's name in correct form, and to correct any difficulties that might arise one of the catalogers looks over each batch of order cards and makes necessary corrections before they are filed, temporarily, in the official catalog. Occasionally an incorrect card does get into the catalog and is not found until we happen to stumble on it, but this does not happen very often, and on the whole we consider that the plan works well."

Princeton University: "A duplicate of the order slip is filed in the public catalog, and is dated on receipt of the book. We use these temporary slips, not only for orders, but also for books received by gift and exchange. We find

the system very useful: first, from the standpoint of the order department, as they are required to look only in one place to ascertain whether a book is in the library or on order; second, from the standpoint of the reader, who can see for himself the present and prospective resources of the library; and third, as a check on both the acquisitions department and the cataloging department, whereby work improperly followed up is certain to come to light. We have no material difficulty owing to the presence in the catalog of slips representing orders for books which have been received and cataloged. At least 95 per cent. of the slips come out automatically. A few, of course, can be found only after some search. A still smaller number remain until they are removed by a search from the other end. As all slips are dated with the date of order and the date of receipt, any slip over a year old has the evidence against it, and is ordinarily pulled out when found, and investigated. When the arrears of cataloging are considerable, the total number of slips which are filed is rather large. Whenever a book represented by one of these slips is called for, we give it precedence in the cataloging room."

Sacramento Public Library files a manila card in the catalog when a book is ordered, giving the author, title, publisher, date of publication, and date of order. The cataloger goes over the catalog periodically to look for manila cards that have been left in for a long time. "Our chief difficulty in this connection is with the temporary cards for orders that are never filled."

Vassar College: "When a book is received, its card is taken from the 'outstanding orders' file, corrected, if need be, by the book, stamped with the date of receipt, and transferred to the public catalog. For gifts, the temporary card is made from the title-page of the book, stamped with date of receipt, and filed at once in the public catalog. The first thing

the cataloger does in cataloging a book is to find its temporary card in the catalog. With the book in hand, this is a simple matter. If the card has not the proper heading, this is filled in with pencil and the card is transferred to the proper place. When the permanent main entry card is filed, the temporary card is removed. The time spent in correcting temporary cards is not wasted, for the form used on these cards is often helpful in making cross-reference or added entry cards. We also find it worth while to pencil the call number, after it is assigned, on the temporary card, as the permanent catalog cards are sometimes not finished and filed for some time after the book is on the shelves."

Duplication.—Occasional attempts have been made to establish a definite basis for determining the number of copies needed to meet the demand for books reserved by instructors for undergraduate reading. (See *Library Journal* 40: 310 and 42: 356-58.) Few libraries, however, report a definite rule on this point. Several libraries ordinarily do not buy more than one copy of a book for every ten students in the course; among these are Iowa, Minnesota, Missouri, and Princeton. For large classes this may mean, in some libraries, as many as forty or fifty copies of a single book. Washington University buys one copy for every ten students in large courses and one for every five in small courses. Arizona buys one copy for every ten or fifteen students, University of Colorado one copy for every fifteen, and Brown one copy for every twenty students. Bryn Mawr sometimes duplicates to the extent of sixteen copies if necessary. At Indiana not more than three copies are bought except by action of the board of trustees.

At the University of Maine about 8 per cent. of the total book fund is set aside as a reserve fund (see page 227), which is used in part for the purchase of books assigned for class reading. At California there is a special appropriation for

the purchase of duplicates, called the reserved book fund, and not more than two copies of a book are bought from the library's general book funds. There is no fixed limit to the extent of duplication from the reserved fund, but it is an accepted policy not to exceed one copy for every ten students. Departments may order as they please for their own libraries from their departmental budgets or from other funds at their disposal. The general library acts as purchasing agent, but general library funds may not be used for the purchase or binding of books for department libraries.

In several institutions duplicates for required reading are purchased from the current expense or equipment funds of the departments which request them. At Michigan a rule of the board of regents provides that duplicates, beyond two copies, shall be bought "from special grants made to the various departments for administrative needs, being regarded as necessary equipment just as much as is laboratory apparatus." At the University of Washington duplicates for reserved use are not bought from library funds, but from a special fund, and do not become a part of the general library's collection.

A few institutions, including Colby College, and the University of Oregon, charge a fee in certain courses for the purchase of duplicates. At Oregon, for example, the School of Business Administration has a reserve collection, which is administered as a part of the reserve system of the library. Books are purchased from fees paid by students in the school. These are available for use in the building under the same conditions as books in other reserve libraries of the university. The policy at Oregon is not to buy any duplicates for reserve from state funds; all are bought from departmental laboratory, syllabus, or library fees. At the University of Pennsylvania students in some classes are assessed a small amount for a "lecture note fund," which is used for

mimeographing extracts, for purchasing duplicate copies of books for the library, etc. There is also a "duplicate fund" in the annual book budget, for the purchase of "special reference" and "reading list" books. Heavy fines are collected on overdue books of this nature, and this fine money is largely spent for additional copies.

At Mount Holyoke students taking required courses in certain departments contribute 50 or 75 cents each for the purchase of duplicates, and small working libraries have been placed in the residence halls. At Bryn Mawr, also, collections are maintained in the residence halls, consisting almost entirely of duplicates for undergraduate required reading, purchased from a duplicate book fund which is appropriated by the college for the purchase of duplicates. The books, however, are so varied in subject matter and of such broad interest that they form small collections of representative books for general reading, as well as working libraries. Each hall has approximately 500 volumes, shelved in a pleasant room which is furnished as a private library and sitting room, with an open fire in the winter. The students may use the books in this room, or may take them to their own rooms by registering the titles of the books and the time when taken on a registration sheet, which is posted on the bulletin board. A graduate fellow is in charge of each hall, who is responsible for the enforcement of the rules. The libraries are put in order once a week by members of the regular staff of the library.

Somewhat similar to these residence libraries is the woman's branch library of Ohio Wesleyan University. This was formerly the library of a woman's college which was consolidated with the university in 1867. Consequently many of the older volumes are of a general character, and are duplicates of books contained in the central library. The library is now used mainly as a library for study and required

reading, and most of the new additions are duplicates of the collateral reading or reserve books, placed there for the convenience of the students. A librarian is in charge of the study room, and the books are available for use every afternoon and evening and on Saturday mornings.

Gifts.—Although gifts of books and other material are always invited, and special effort is sometimes made to secure individual gifts of value, few of the college or university libraries report any persistent solicitation through indiscriminate appeals. The annual reports of the librarians very frequently, if not invariably, testify to the important part which gifts may have in the growth and enrichment of the library, but these gifts are not the result of intensive campaigning such as is carried on by many public libraries.

Occasional solicitation is reported by Colby, Cornell College, Mount Holyoke, and State College of Washington. Oregon Agricultural College solicits periodicals, for debate material or for exchange, in a news-letter which is sent regularly to the faculty. Bryn Mawr has made special appeals to the alumnae, at meetings and through notices inserted in the Alumnae Bulletin. These appeals are reported to have produced good results, and a greater realization among the alumnae of the library's needs. The University of Pennsylvania reports that in the response to appeals which have sometimes been made on suitable occasions, "garret clearances predominated," but that "much good, as well as much rubbish, comes out of garrets. We gladly receive nineteen gifts of negligible value for the sake of getting the twentieth, which makes it distinctly worth while to handle all the others. We feel free to exchange, sometimes for money, anything we cannot use." Brown makes annual solicitation among the members of the faculty, sending out in May of each year a mimeographed letter, asking for bibliographical data concerning all books, pamphlets, and articles

which they have published, and also requesting a copy of each published item for the university library. Many others report that they more or less regularly solicit from the faculty members, and occasionally from graduates, copies of their own publications.

Solicitation for periodical and pamphlet material is apparently more restricted in scope among the college and university libraries than among public libraries, being more closely confined, in general, to material which is definitely needed to complete some file or to meet some particular need. "We are too busy to shoot many arrows into the air," says one university librarian. The University of North Carolina reports that one-half of the pamphlets and periodicals in the special collection of North Carolina material, has been obtained by solicitation.

Brown University has a rule, "Before accepting gifts, the library committee shall give due consideration to the cost of cataloging and shelving." In ordinary cases the librarian decides on the acceptance of gifts, and only the more extensive gifts are passed upon by the committee. This rule makes unusually open recognition of a point the importance of which has been estimated more definitely as follows: "To justify a place [in the library] a book must be worth a permanent capital expense of a dollar for its housing, and the investment of at least another dollar for the necessary records of its acquisition and cataloging, in addition to the cost of the book itself" *(Library Journal* 50:67). Although many books may be accepted as gifts which would not be purchased, either because of their cost or because other titles might be preferred, most libraries apparently endeavor not to accept gifts which will not have some value as a part of their collections, and which are not reasonably in accord with the general scope of their collections and their standards of selection. Ordinarily it is assumed that the donor understands

that gifts are accepted, unless stipulation is made to the contrary, with the privilege of keeping only such material as is considered desirable, and notice that this privilege is reserved is given only when circumstances seem to require it. A few, however, state that such notice is always given.

Duplicates, and other material which is not needed, whether acquired by gift or otherwise, are disposed of in various ways: by sale or by gift as waste paper, if of no value as books; by exchange to other libraries; by gift to small libraries or to charitable or other institutions; or by sale to second-hand dealers. In several libraries duplicates are sometimes sold to members of the faculty or to students. Hamilton College operates a second-hand book shop in a spare corner of one of the library rooms, in which some of the duplicates are sold to people who use the library, principally students and faculty members. The price is plainly marked in each book, and the honor system makes it unnecessary to have the books under supervision. Thus the books are sold with practically no expense, and the receipts the first year were about $375. All money received from the sale of books is used to buy books for the library.

Gifts are usually acknowledged by a form letter or postal or by a personal letter, according to the importance of the gift. A few libraries, including Brown, Bryn Mawr, Dartmouth, and Northwestern, do not ordinarily acknowledge pamphlet material and other gifts which come in a routine way from other institutions. Hamilton College and State College of Washington send acknowledgments annually for certain serial publications and other material which comes to them on a regular mailing list.

Most of the libraries reporting state that they are usually inclined to reject gifts which are offered them with conditions attached, but a few, including the universities of Chicago, Iowa, and Oregon, and Washington University, report that

they have sometimes accepted conditional gifts if they seemed of sufficient importance. One university reports a gift collection of about 3,500 volumes, which must be kept together and must not be allowed to circulate. "Without this condition the books would be much more useful, but even with the limitation imposed this particular collection is considered an asset and not an encumbrance." The University of Michigan ordinarily tries to have unsatisfactory conditions changed by the donor, and when this has been impossible has sometimes declined to accept a gift. In like manner, books and other material that are offered "on deposit" are generally regarded unfavorably. One university, as well as two public libraries, reports having had reason to regret the acceptance of a deposit. Several, including Amherst and Missouri, state that to accept deposit collections is contrary to their fixed policy.

III. THE FIELD OF PURCHASE

According to most of the reports, the selection of books for a college or university library does not involve the compromise which most public libraries must make between "the best books" and "the best that the people will read." One university library says: "We aim to satisfy the reading needs of people who have, or aspire to have, a fair degree of culture, and we try to see that all general books purchased are both readable and worth reading." Another expresses thus the usual purpose and principle: "Our primary purpose is to secure the books which are needed or likely to be needed in instruction or research. Books outside the fields of the departments of instruction are selected with reference rather to their value than to their popular appeal." Some reports, however, indicate that not all university libraries find it possible to adhere closely to "the best books"

alone. "We buy both classes," says one university, "with the ambition of getting the two groups merged." "We buy the best books," says another, "though we frequently get poorer books at the insistence of faculty members." Similar replies are more numerous among the smaller universities and colleges. "We try to have the outstanding books in each class, but add some popular books also." "Educational standards usually require the best, but a certain amount of bait is necessary." Another reply probably suffers from its brevity: "We buy largely the 'best books,' and some that people will read."

In general, however, most purchases are dictated by the educational needs of the teaching and student bodies, which are the principal factor in determining the whole field of purchase as well as in the selection of individual titles. "Our policy is to buy books in all fields covered by the college curriculum, and some others for which there is demand. Our aim is to make a good working library for all sections of the curriculum. With the portion of our income which can be spared for source material we concentrate in specific fields in which members of the faculty and our graduate students are working." In essentials, this report from Mount Holyoke represents well the policy of most college and university libraries, in which chief attention is necessarily given to the major subjects of the curriculum and the needs of research workers.

The extent to which books of a popular nature are purchased, for general reading, may be influenced by the presence of a public library in the same city, which may make it unnecessary for the college or university library to spend as much as might otherwise be necessary for popular current books. The New York Public Library maintains a circulating branch in the Columbia University Library in addition to three larger branches near the university, and St. Louis

Public Library has a branch in the building of St. Louis University.

In the small colleges the available book funds are usually exhausted in trying to meet the imperative needs of students and faculty in direct connection with the courses of study. In the larger colleges and universities the extent of specialization in the library's purchases depends on the funds available, on the instructional and research needs of the institution, and to some extent also on the possession of notable collections in certain fields the further strengthening of which is desirable. In universities, with schools of law, medicine, and other professional subjects, the extent of purchase in these special fields is determined, for the general university library, by the existence or the non-existence of independent libraries attached to those schools.

Co-operation in book purchase.—A very large proportion of the reported co-operation in book purchase, among the larger libraries, both public and university, is of a rather negative kind. The "co-operation" may be entirely one-sided, a general library merely refraining from extensive purchase, or perhaps from all purchase, in special fields which are fully covered by other near-by libraries. In some such cases there may be a more or less definite understanding, if not a formal agreement. The Brooklyn Public Library, for example, does not duplicate genealogies or town, county, or state histories which are available at the Long Island Historical Society. The University of Missouri leaves the field of Missouri history to the State Historical Society of Missouri. In Worcester, the American Antiquarian Society covers local history and genealogy; Clark University covers advanced science; Polytechnic Institute, applied science and art; and law is left to the Worcester County Law Library. The Public Library therefore buys sparingly in these fields. In Hartford, the Connecticut Historical Society has all

genealogies, town histories, and vital records; the Watkinson Library of Reference is strongest in publications of learned societies and in expensive art and architecture; law, medicine, and theology are cared for by the Connecticut State Library, the Hartford County Bar Library, the Hartford Medical Society, and the Hartford Theological Seminary. Such divisions of the field are made so naturally that they require little in the way of definite agreement.

Similar agreements, mostly rather indefinite in nature, have been made by some of the universities. Princeton reports co-operation with other libraries to a limited extent. Brown reports close co-operation with other libraries in Providence. For instance, the purchase of law books is ordinarily left to the Law Library, genealogy and Rhode Island history to the Rhode Island Historical Society, medicine to the Medical Society Library; Americana earlier than 1800 to the John Carter Brown Library; and current fiction to the Providence Athenaeum. For expensive reference books agreements are made with the Providence Public Library, to avoid duplication. The University of Minnesota leaves certain well-defined fields, except so far as class needs are concerned, to other libraries in Minneapolis and St. Paul; the University of Pennsylvania leaves genealogy to the Historical Society of Pennsylvania, and frequently refrains from purchase of expensive items in other fields if they are available elsewhere in the city; the University of Chicago reports co-operation, mostly in regard to individual books, through correspondence and consultation with other libraries. The University of Maine and the Bangor Public Library, eight miles apart, co-operate in non-duplication of expensive sets and of some series of Government publications.

More definite division of the field of purchase was made about 1897 by the New York Public Library and Columbia University, in an agreement which has since been extended to

other local libraries. By this agreement the public library leaves to others the extensive cultivation of certain special fields such as medicine, biology, religion, theology, and law. One of the best-known examples of formal division of the field is seen in Chicago, where history, literature, and genealogy are left mainly to the Newberry Library, technology and science (including the social, physical, natural, medical, and applied sciences) to the John Crerar Library, art to the Art Institute, and local history to the Chicago Historical Society, while the Public Library endeavors to cover all fields extensively, but none of the special fields intensively.

On the whole, the reports indicate that co-operation, even of the informal and rather indefinite kind, is carried on only to a very limited extent. Of twenty-three college and university libraries of more than 100,000 volumes, fifteen report no co-operation at all. Of thirty-seven public libraries of more than 100,000 volumes, twenty-nine report no co-operation. The need of further and more effective co-operation through division of the field of purchase is felt by nine of the twenty-three colleges and by six of the thirty-seven public libraries.

At a meeting held in February, 1925, a consultation was held by the University of Michigan, Detroit Public Library, Grand Rapids Public Library, Michigan State Library, and the State Historical Commission, with the purpose of correlating the efforts of the leading historical agencies of the state. A committee was appointed to report a plan for closer co-operation, and also to make a census of newspapers in libraries of the state, with a view to locating existing files and to assisting in strengthening them. This committee is actively at work and has already secured complete returns of newspapers from most of the libraries in the state.

On a broader scale, two committees of the American Li-

brary Association are working on different problems in co-operation. After several years of endeavor the committee on a union list of periodicals succeeded in obtaining funds, from the subscriptions of libraries and from a Foundation, to cover the cost of preparing and publishing a union list of important periodical files in libraries of the United States and Canada. A committee on resources of American libraries was appointed by the American Library Association, in consequence of work begun by a committee which was appointed in 1920 at the conference of Eastern college librarians, "to initiate a movement looking toward a better differentiation in the field of purchase of the larger university libraries" (*A. L. A. Bulletin* 15 : 215). This committee has been working along two specific lines: "to interest the national learned societies in the problem as it affects their own fields; and to interest university presidents and other administrative officers in the problem as it affects their budgets." These efforts are based on the idea that "it is only on the basis of a careful study of existing collections, and exact knowledge of our present development, that an adequate program can be outlined."

IV. EXCHANGES

Exchange service, under present practice, is primarily a concern of the university library, although a somewhat extensive exchange has been developed by several colleges and by a few of the large public libraries. Of the college and university libraries of more than 100,000 volumes, only a very few report that they have no exchange system at all.

In university libraries the principal source of material for exchange comes from the publications of the university, exclusive of purely administrative bulletins, catalogs, and reports. Hence the extent of a library's exchange service depends very largely on the number and the importance of these

publications, but it is influenced also by the extent to which the library is recognized by the university as the distributing agent for its publications. In some universities, as at California, Chicago, and Michigan, the library has practically complete charge of exchanges. In others, the library conducts the exchange service only in part, though this is usually the larger part, as at Brown, Northwestern, Princeton, University of Washington, and Yale. At Yale the library also makes recommendations concerning the distribution of catalogs, reports, etc., and endeavors to include them in its exchange records. At North Carolina the editor of each journal usually decides to whom it shall be sent, and the library, which keeps the records, is notified. The library also initiates exchanges, particularly in the field of university studies, transactions of learned societies, and books issued by university presses. At Minnesota exchange lists are now subject largely to the University Press committee, as to inclusion of institutions. The library still conducts the details of distribution.

Similar differences are reported in regard to the number of publications, and the number of copies of each, that are placed at the disposal of the library for exchange purposes. Obviously, the liberality of supply has great influence on the liberality of exchange. In most of the universities reporting, the library is allowed a part of all publications, and in several, as at California, Michigan, and Princeton, the larger part, for exchange. At Chicago and at Yale, publications of the university press are charged against the library, and hence their distribution must be on a somewhat carefully selective basis; at California certain independent book publications and certain serial publications, a minor part of the university press output, are not available for exchange. At Iowa the university editor sends out a portion of all the regular *University Studies* for exchange with a list of institutions and

libraries suggested by the library, but some of the minor publications are available only by purchase. Second copies of publications sent on exchange must also, usually, be purchased. The *Philological Quarterly,* published by the university, ultimately brings the library numerous publications received as exchanges. The library itself conducts an exchange of published theses with about ninety institutions.

There is no greater uniformity of practice in regard to the shipping of exchanges. This is sometimes handled entirely by the library, sometimes entirely by other offices, and is sometimes divided. In one college the work of shipping is divided among the library and four other offices or departments. The lack of one distributing center is mentioned by several libraries as one of the difficulties of their exchange service. One university describes its difficulties as follows: "Our out-going exchanges are now handled in a foolish, illogical way, which we hope and expect to change. The stock of exchanges is kept in the library building in care of the secretary, whose office is elsewhere. He sends them out principally on the recommendations of the library, which refers all requests to the secretary's office with its recommendations for action."

Other difficulties mentioned are: Lack of sufficient material for exchange (primarily a problem of authorship and publication); lack of sufficient material from other institutions, and inequality of value in material offered (complaints of the most productive); failure to receive desired exchanges; confusion resulting from diversity of methods; difficulty of keeping complete records, especially of serials; and other administrative difficulties, which are mostly due, apparently, to lack of definite and uniform methods.

In a few of the large universities and in many of the smaller, the exchange work is handled as a part (though sometimes an accidental rather than a logical part) of some

department, most commonly the acquisitions or order department, the periodical department or division, or the catalog department. In some it is recognized as a distinct division in the library's administrative organization. Thus Minnesota has an exchange division of the order department; University of Washington a periodicals and exchange division of the acquisitions department. Chicago organizes even more closely, with a gift and exchange division of the acquisitions department, which handles all exchanges except duplicates, which are cared for by the duplicate and map division of the same department.

The number of institutions on the exchange mailing lists of the libraries reporting varies from fifty or less, to approximately 1,000 at Yale and 1,500 at California. In most of the libraries it is between 100 and 300. Distinguishing between American and foreign distribution, several libraries report as follows concerning the institutions on their exchange lists: California, 377 American, 1,157 foreign; Chicago, 183 American, 102 foreign; Michigan, 148 American, 154 foreign; Minnesota, 372 American, 379 foreign (greatly diminished in 1925-26, as the formation of a University Press has cut down the number of exchange copies available); Yale (approximately), 400 American and 600 foreign. The large foreign list at California is explained as follows: "Our large foreign list is due in the main to a series of special efforts to extend our exchange relations, and to a fairly systematic practice, aided by a few of the more interested faculty members, of adding desirable publications to the list whenever they come to our notice. For example, during the last fiscal year (1924-25) exchanges with 110 new institutions were effected. This activity would not be possible, of course, if the University of California Press were not continually issuing numbers in the various series which comprise most of the subjects of instruction and research in

the university. Moreover, the publications of the Agricultural Experiment Station are placed at our disposal for distribution in exchange."

A better estimate, perhaps, of the extent of exchange service is obtainable from the amount of material received and sent out, although the figures alone are of minor importance and uncertain significance. How greatly the statistics may vary from year to year in the same university is indicated by the following figures, reported by Columbia: In 1922, received 2,714 items, distributed 7,020; in 1923, received 11,823, distributed 8,492; in 1924, received 5,168, distributed 16,319. The number of pieces received and distributed in one year is reported as follows by several other universities:

California (1924-25): *Received* approximately 30,000 pieces, principally issues of journals; proceedings and transactions of societies; bulletins, and monographs. *Distributed* 50,000 pieces, principally unbound.

Michigan (1924-25): *Received* 4,990 pieces (no distinction made on records between books and pamphlets). *Distributed* 5,312 pieces.

Minnesota (1924-25): *Received* 3,171 books and 5,100 pamphlets, mostly catalogs from other universities and public documents from state departments. *Distributed* 213 books and 1,718 pamphlets.

Yale (1923-24): *Received* 9,252 pieces. *Distributed* 4,203 pieces. The official administrative publications of the university are distributed by the secretary's office and by the various schools and departments, and are not included in the library's records, although the publications received in exchange are usually placed in the library. Hence the items received greatly outnumber those which are sent out by the library. The exchanges (1923-24) are classified as follows: *Received* 1,573 books, 3,017 French theses, 73 pamphlets,

4,589 serials. *Distributed* 2,213 books, valued at $4,007.10, and 1,990 pamphlets.

Some of the possibilities of exchange with foreign libraries and learned societies are illustrated by the following extract from the annual report of the Yale library, 1923-24: "During the year four shipments, totaling eighteen cases, have been sent to the Smithsonian Institution. These contained 1,297 packages addressed to foreign libraries and learned societies. This distribution, as heretofore, included publications of the Yale University Press and of the Connecticut Academy, as well as Yale doctoral dissertations printed during the year.....About fifteen of the publications of the Press were taken in quantities of twenty-five or fifty copies for distribution. Odd copies of several others were sent to various libraries to which we were especially indebted..... Correspondence with several European libraries has resulted in our securing on exchange a considerable number of books published in the eighteenth and nineteenth centuries which those libraries had among their duplicates. Other items out of the run of our usual exchanges have been secured through newly organized offices of exchange, such as the Hungarian Libraries Board and the Exchange Bureau in the Polish Department of Foreign Affairs."

The basis of exchange between one library and others depends very largely on the number and the value of the publications which can be offered, and on the consequent degree of importance which must be attached to maintaining a reasonable equality in value of exchanges. When it is necessary that value be taken into consideration, either because of the intrinsic value of the publications offered or because the supply is small, distribution is usually made on a selective, *quid pro quo* basis. Pennsylvania, for example, maintains A, B, and C lists of exchanging institutions, compiled on the basis of the amount and the importance of the material which

the several institutions may have to offer in exchange. At Yale, in 1923-24, the largest number of institutions receiving one publication was 507, and the smallest was eighteen. Duplicates are sometimes exchanged by the New York Public Library, which says: "Unless the institution with which the exchange is made may be regarded as potentially able to return value for value, or unless lists are submitted by the other institutions from which we can judge the value of their exchanges, our more expensive duplicate material is put on a priced exchange basis. Our own publications are ordinarily either sold or sent on unpriced exchange."

Closely priced exchange, however, ordinarily forms only a small part of the whole exchange distribution, and little effort, if any, is generally made to maintain an exact balance. Thus Michigan reports: "We have never attempted to make a valuation on items received and sent out, except those sent and received on priced exchange, in which we do not ordinarily have very much dealing." At Minnesota, in 1924-25, 202 items were sent unpriced, and only 11 were priced. "Even the priced items were sent on an approximate basis, and we have never found that it was worth while to attempt to strike a very careful balance on those which are sent out piece for piece. In many cases we are many hundreds of items behind. In other cases practically all the account is in our favor. An attempt to make an accurate estimate would be so expensive that it would not pay." At the University of Chicago, in 1922-23, 5,914 pieces were sent on priced exchange, and 40,413 on unpriced exchange.

In addition to the mailing lists, most libraries keep their exchange records in such form as to show the number of items sent and received in exchange with each institution, and the serial numbers or titles of continuations and separates. The records usually reveal also, more or less definitely, the status of exchange relations with each institu-

tion. Thus, at Yale a 5″ x 8″ card is made for each exchanging institution, on which, in parallel columns, is recorded all material sent and received. A similar card at the University of Chicago records separately, with parallel columns for receipts and for shipments, the number of bound volumes, the number of unbound volumes, the value, and the date of each shipment, so that the "gift and exchange account" with each institution is always self-balancing. At Minnesota a card is made for each institution, showing in parallel columns the series which the university should send and receive on each account. The records of receipts and of shipments are kept separately, with one card recording the items sent and another the items received.

Stock-record cards also are kept if the library has charge of the stock of publications available for exchange. New York Public Library, in addition to its shipment records, keeps a list of subjects in which exchanging institutions are interested.

The exchange of duplicates constitutes a separate branch of exchange service which has been developed only to a slight extent. A clearing house for the exchange of duplicates has been often proposed but has not been established. In 1915 *Library Journal,* in order to facilitate such exchange, offered space in its columns for lists of duplicates and lists of wants. With the co-operation of the Russell Sage Foundation Library this plan brought good results (see *Library Journal* 40: 262), but it was not developed to a great extent, although the columns of the periodical are still used for occasional offers and want lists. Material thus distributed, however, is usually offered as a gift, rather than an exchange. Of forty libraries which report that some of their duplicates are disposed of by exchange, only eleven mention them as a prominent part of their exchange material, and some of these have, altogether, only a very limited amount of ex-

change. One college library states: "We keep a list of duplicates for exchange, but have not done much exchanging."

That the exchange of duplicates is so often, apparently, a matter of duplicates rather than of exchange, is generally attributed to the administrative cost of handling the material, listing it, mailing the lists, shipping the items which are requested, and ultimately making other disposition of the items which are not requested. Several libraries, however, give considerable attention to this branch of exchange, and believe that the results are worth the cost. Among the libraries which occasionally issue lists of duplicates are the University of Minnesota, New York Public Library, New York State Library, Oberlin College, and St. Louis Public Library. Lists were formerly issued by the Library of Congress, but were discontinued because of the expense of the routine and clerical work involved. Available duplicates, however, are still offered on exchange to any other library which has promising material to offer in return.

New York Public Library issues mimeographed lists about six times a year, at a cost of $2 or $3 for 150 or 200 sheets. In 1924 six lists of material offered, unpriced, were sent to 150 libraries, 25 of which sent orders. Of 423 titles offered, 208 were not ordered by any library, but 215 were ordered, many of them by several libraries, and were supplied. On these figures the library comments thus: "Surely there must have been some libraries among the 125 that did not make a request, which could have used some of these 208 titles to advantage. The books which we offered were not what is known as dead-wood, or discards, but books of a rather high average. Some of our most profitable exchange is with learned institutions abroad. Many of the smaller libraries in the United States can not supply duplicates which we lack, but can supply city directories which we need."

New York State Library occasionally issues lists of duplicates for distribution among certain other libraries, not as a part of its exchange service but in order to dispose of material that it does not need in exchange for something that is wanted. Lists are issued about twice a month and are sent to about twenty-eight libraries. Thus far, only very miscellaneous titles, of no special money value, have been offered. On the last two lists, of 126 items offered, 50 were taken; of 56 offered, 30 were taken.

In 1924-25 St. Louis Public Library sent eighteen lists, which included city directories, telephone directories, and library reports and bulletins, as well as duplicates, to twenty-five institutions. Of the duplicates offered, 175 books and 255 pamphlets were sent out, and in exchange the library received 395 books and 558 pamphlets.

The University of Minnesota issues lists, of about one hundred titles each, once or twice a month. These are sent to about thirty libraries from which the university receives a great deal of service through inter-library loans or from which it receives a considerable number of duplicates. From half to two-thirds of the items on each list are usually taken.

Chapter IV

THE STAFF: COLLEGE AND UNIVERSITY LIBRARIES

I. APPOINTMENTS AND PROMOTIONS

Appointment of the librarian, in practically all of the college and university libraries reporting, is made either by the president, or by the president with the approval of the trustees, or by the trustees on recommendation of the president, or by the trustees. This is a gradation in which such differences as exist are probably differences in routine procedure rather than in actual practice and in responsibility for the selection. In a few libraries the appointment is made by or on the recommendation of the library committee. In some of the state universities, as at the universities of Iowa, South Dakota, and West Virginia, the formal appointment is officially made by the state department of education, the board of regents, or other body representing the state.

In most of the libraries reporting, the appointment is made for an indefinite period. In some, the first appointment is made for a definite period, at the end of which it is indefinitely extended. Thus at Northwestern University the first appointment is for a five-year period, after which it becomes indefinite; at Smith College the first appointment is for three years, and then, if renewed, is made indefinite; at Wellesley the first appointment is made for one year, and later appointments for three years until the maximum salary is reached, when the appointment becomes permanent; at Colorado College it is made permanent after three one-year appointments, and at Bryn Mawr when the maximum salary is reached. In some institutions, as at Indiana, Iowa, the

University of Washington, and State College of Washington, the formal appointment is renewed every year, but the position is ordinarily considered permanent, the reports indicate, as long as it is satisfactorily filled. At Mount Holyoke College the appointment is renewed every five years.

Appointments of staff members, like the appointment of the librarian, show many variations in formal procedure. Approximately 41 per cent. of the libraries report that appointments are made by the trustees or by the president, but most of them add "on the recommendation of the librarian." In about 29 per cent. the librarian is said to make the appointments; in others they are made by the librarian with the approval of the trustees or the president or the library committee. One report describes a common procedure by saying that the trustees make the appointments, on nomination of the faculty, who accept the nominations of the library committee, who accept the nominations of the librarian. In several libraries the librarian's appointments to the higher positions on the staff are subject to confirmation: thus at the University of Chicago appointments to positions paying more than $1500 may be referred by the director of the university libraries to the president and the board of trustees for their approval and for inclusion in the list of trustee appointments. At Princeton appointments to positions bearing university rank are confirmed by the trustees. At Iowa members of the staff are appointed by the finance committee of the state board of education, on recommendation from the librarian to the president and from the president to the committee.

The use of intelligence tests, either as a basis for appointment or promotion or as an aid in assignment of work, is reported by Brown University, where the Thorndike tests and the Brown University psychological examinations have been used since 1920. The tests are given to all new appointees,

but are used not so much as a basis for appointment as in the assignment of work and advancement to higher grades. "Results obtained from these tests," it is reported, "have confirmed our impressions of ability. Frequently we have learned of classifying ability, and in one case, where unusual insight was shown, we at once transferred the assistant from an easy cataloging task to one requiring greater ability. In another case where we had rather over-estimated ability, the test showed that cataloging skill did not exist, and we retained the assistant in another line of work for which she has proved well suited."

At the library of Kansas State Teachers' College, in 1924, a series of intelligence or ability tests was given to nearly five hundred freshmen. *(Library Journal,* 50:116-17.)

II. QUALIFICATIONS

Definite educational and technical qualifications, requisite for appointment, are reported by very few libraries, and in most of them the reported requirements cover only one or two positions. The only library which reports a schedule sufficiently complete and definite to be compared with the "schemes of service" which many public libraries have adopted (see pages 90-94) is the University of Washington. This schedule, in full, is as follows:

UNIVERSITY OF WASHINGTON LIBRARY SALARY SCHEDULE

I. First Grade (lowest)—Non Professional or Clerical.
Education: High school graduation, plus skill in typewriting in some cases.
Increase: $60 per year to a maximum of $1,080.

1st year	2nd year	3rd year	4th year
$900	$960	$1,020	$1,080

II. Second Grade—First Professional (Four years' preparation above the high school).

Education: Three years in college, including a reading knowledge of two modern foreign languages, and one year in a recognized library school.

Rank: Junior Assistant.

Increase: $60 per year to a maximum of $1,440.

1st year	2nd year	3rd year	4th year
$1,260	$1,320	$1,380	$1,440

III. Third Grade—Second Professional (Five years' preparation above the high school).

Education: College graduation, including a reading knowledge of two modern foreign languages, and one year in a recognized library school; or, three years in college and two years in a library school.

A. Senior Assistant

Increase: $100 per year to a maximum of $1,800.

1st year	2nd year	3rd year	4th year	5th year
$1,400	$1,500	$1,600	$1,700	$1,800

B. Head of a Department

Increase: Twenty per cent. over subordinate position of corresponding year to a maximum of $2,250 after five years of successful service.

1st year	2nd year	3rd year	4th year	5th year	6th year
$1,680	$1,800	$1,920	$2,040	$2,160	$2,250

IV. Fourth Grade—Third Professional (Six years' preparation above the high school).

Education: College graduation, including a reading knowledge of two modern foreign languages, and two years in a recognized library school.

A. Senior Assistant

Increase: $100 per year to a maximum of $1,900.

1st year	2nd year	3rd year	4th year	5th year
$1,500	$1,600	$1,700	$1,800	$1,900

B. Head of a Department

Increase: Twenty per cent. over subordinate position of corresponding year to a maximum of $2,400 after five years of successful service.

1st year	2nd year	3rd year	4th year	5th year	6th year
$1,800	$1,920	$2,040	$2,160	$2,280	$2,400

The application of this salary schedule is governed by the following "Rules governing promotions in rank and salary."

"1. Clericals can not grow into a professional rank without at least four years' preparation above the high school, at least one year of which must be in a library school.

"2. Junior assistants can not pass to the rank of senior assistant without a fifth year of preparation above the high school, either academic or professional, as the person may choose.

"3. Only senior assistants may be promoted to the position and rank of department head, and then by dropping back one step in salary from the corresponding year as an assistant.

"4. A person who comes into the staff of this library from a well organized and well directed library, and who brings a record of excellent service, may receive as a beginning salary the same salary she would have received if all her experience had been in this library.

"5. Recognized departments in this library shall for the present be only the following: Acquisitions (or Order) department; Catalog department; Circulation department; and Reference department. Other departments may be created only in urgent need.

"6. Exceptional people who are desired in this staff will in each case be considered on merit and the salary scheme may be violated within reasonable limits, but only upon special approval of the president.

"7. The fact that a person is in line of salary increase does

not of necessity imply that the stated increase will be granted in every instance. On the contrary the increase will stop whenever the librarian recommends that the salary already reached is the full worth of the service rendered. When an increase is automatically due and is not granted, it may be inferred that the person affected may remain in the position without prospect of further increase unless notified to the contrary."

Statistics of education and training.—The following statistics are based on reports from 144 libraries, giving the educational qualifications and the extent of professional training of the staff as it was composed at the time when the questionnaire was answered. Both the number of full-time and the number of part-time employes are included in these tables. Student assistants are included among the part-time employes in so far as the information contributed makes this possible. The percentages, however, are computed on the number of full-time employes alone. Two-year library school graduates are not included with the one-year graduates.

LIBRARIES OF MORE THAN 100,000 VOLUMES

	Number	Per Cent.
Libraries represented	30	
Full-time employes	582	
Part-time employes	271	
College graduates	337	57.9
Two-year library school graduates	48	8.2
One-year library school graduates	157	26.9
Training class (at least 6 months)	39	6.7
Less than 6 months' training	338	58.0

LIBRARIES OF 50,000-100,000 VOLUMES

	Number	Per Cent.
Libraries represented	36	
Full-time employes	206	
Part-time employes	143	
College graduates	140	67.9
Two-year library school graduates	24	11.6
One-year library school graduates	71	34.4
Training class (at least 6 months)	29	14.0
Less than 6 months' training	82	39.8

LIBRARIES OF 20,000-50,000 VOLUMES

	Number	Per Cent.
Libraries represented	41	
Full-time employes	124	
Part-time employes	134	
College graduates	80	64.5
Two-year library school graduates	20	16.1
One-year library school graduates	40	32.2
Training class (at least 6 months)	7	5.6
Less than 6 months' training	57	45.9

LIBRARIES OF LESS THAN 20,000 VOLUMES

	Number	Per Cent.
Libraries represented	43	
Full-time employes	73	
Part-time employes	93	
College graduates	53	72.6
Two-year library school graduates	8	10.9
One-year library school graduates	24	32.8
Training class (at least 6 months)	18	24.6
Less than 6 months' training	23	31.5

III. SALARIES

In the following tables are shown the highest, the lowest, and the average salaries reported for various positions on the staff in the libraries of Class A (more than 100,000 volumes), Class B (50,000-100,000 volumes), and Class C (20,000-50,000 volumes):

The positions represented are Librarian (Ln.), Assistant librarian (Ass't. Ln.), Heads of departments or divisions (Dep't Hd.), Departmental librarians (Dep't. Ln.), reported only by a few libraries in Class A, and general assistants of professional grade (Ass't.).

Class A	Ln.	Ass't. Ln.	Dep't. Hd.	Dep't. Ln.	Ass't.
No. of libraries reporting	27	13	22	9	24
Lowest salary reported	$3,000	$1,750	$1,000	$ 900	$ 850
Highest salary reported	8,000	5,000	3,300	2,400	2,700
Average salary	4,590	3,104	2,065	1,538	1,519

Class B	Ln.	Ass't. Ln.	Dep't. Hd.	Ass't.
No. of libraries reporting	34	19	21	24
Lowest salary reported	$1,500	$ 750	$1,000	$ 900
Highest salary reported	4,000	2,500	2,200	1,900
Average salary	2,781	1,734	1,798	1,475

Class C	Ln.	Ass't. Ln.	Dep't. Hd.	Ass't.
No. of libraries reporting	30	17	6	9
Lowest salary reported	$ 800	$ 900	$1,400	$1,020
Highest salary reported	3,300	2,000	2,400	1,500
Average salary	2,053	1,428	1,706	1,368

Reports from the libraries of Class D (less than 20,000 volumes) are very meagre. Only 62 libraries report the librarian's salary, which varies from $585 to $3,000 and averages $1,630 for the whole number. The salary of an "assistant librarian" is reported by 17, varying between $850 and $2,400. Other assistants are reported by 11, at salaries varying from $600 to $1,650.

Assistants of non-professional grade are reported by 22 libraries in Class A, at salaries varying from $600 to $1,800, and by 13 libraries in Class B, at salaries ranging from $600 to $1,500.

IV. WORKING CONDITIONS

Hours of work.—The minimum and the maximum number of hours of work required each week in the libraries reporting, and the average number of hours in each of the four classes, are as follows:

	Min.	Max.	Average
Class A (30 reporting)	36	44	40.4
Class B (35 reporting)	36	44¼	39.9
Class C (41 reporting)	34	54	41.5
Class D (44 reporting)	30	63	42

Four libraries in Class A and nine in Class B report shorter hours in summer. In most of these the schedule is shortened only three or four hours, but some require from six to

nine hours less than in winter, and a few have even a shorter summer schedule. Amherst reduces the hours from 40 to 21, and Smith College from 40 to 26.

In all classes, the time allowed for lunch varies from 45 minutes to two hours, but in 68 per cent. of the whole number reporting it is one hour.

Few libraries report any definite plan for rotation of work according to a schedule designed to relieve fatigue and promote efficiency. In some libraries from four to five hours, or a longer period in a few, is said to be the maximum time required without change of duties. Some report a certain amount of rotation, especially at the loan desk and in cataloging, but this is usually, it appears, without definite limits. Minnesota reports "we try to avoid fatigue by schedule adjustments." Pennsylvania State College reports a maximum of two hours at the loan desk, and University of Maine a maximum of two hours at desk and clerical work, reference work, and cataloging. The University of Chicago reports the most definite program: "At the main loan desk assistants are shifted to another station every two or three hours, as they prove less efficient if kept longer on a single task. In other departments, especially cataloging, practically all assistants have some work aside from their main tasks. In filing cards, three hours is as long as the average person can file accurately."

A free half day each week is allowed in 28 libraries among 32 in Class A; by 33 among 37 in Class B; by 28 among 45 in Class C; and by 12 among 109 in Class D. At the University of Chicago individual schedules are arranged with the approval of the head of the department; a majority of the staff arrange to have two free half days a week. Smith College sometimes gives two half days; Simmons College gives two half days or one whole day.

Evening work, in the departments which are open eve-

nings, is done by the regular staff in turn in nearly half of all the libraries reporting, including the University of Arizona, Dartmouth, the universities of Iowa, Michigan, Minnesota, and Montana, Mount Holyoke, Princeton, Smith, Tufts, and the University of Washington. In most libraries not more than two or three evenings a week are required, and in some libraries only one evening; a few of the small libraries report a maximum of four or five.

Many libraries, including Beloit, Hamilton, Haverford, Lehigh, North Carolina, Northwestern, Pittsburgh, Radcliffe, and Yale, have separate evening staffs, usually composed mainly or entirely of student assistants. A combination of student assistance and staff supervision, with a regular staff member in charge of the more important work, is illustrated by the following reports. At Brown one assistant is on duty every evening during the college year, and other assistants alternate in evening work. At Chicago one of the regular staff works five evenings and a special assistant is employed for night work only; all other evening work is done by student help. At the University of Pennsylvania there is one volunteer supervisor from the regular staff, who receives extra pay, and the remainder of the evening staff is composed of students. At State College of Washington each reference librarian serves three evenings a week, but all evening work at the loan desk is covered by student assistants.

In most of the large libraries (Class A), Sunday and holiday work is done mainly or entirely by student assistants. Among others, some Sunday or holiday service is given by members of the regular staff at Dartmouth, Michigan, Notre Dame, Oberlin, Princeton, Vassar, Wellesley, and Yale. At Notre Dame, Oberlin, Princeton, and Wellesley, such work is considered a part of the regular schedule. Michigan and Yale pay extra; others permit an equal amount

of time to be taken off during the week, or, as at Vassar, double time. At Chicago students are used mainly, and enough staff members are willing to work to provide the necessary supervision. At Pennsylvania, also, Sunday and holiday service is done principally by students; the department head is expected to secure the few volunteers from the regular staff needed to serve the desks.

Less than half of the smaller libraries are open on Sundays and holidays. In most of those which are open, the work is done mainly by student assistants. A few, including Mount Holyoke and Ohio State University, include it in the regular schedule; several others, including the University of Maine (holidays only) and Smith College, allow the time to be taken off during the week.

Among 224 libraries, in all classes, only 42 report the use of time sheets or other form of individual time records. Several libraries report a definite limit to the amount of lost time which may be made up at one time. Brown reports a maximum of four hours; Lehigh, three hours; Bryn Mawr, two hours; Yale, one hour in excess of a full working day. The University of Minnesota reports that the amount of time which may be made up is limited to eight hours in one week, since the regular schedule calls for 40 hours and a state law limits working hours to 48 a week. At the University of Tennessee, likewise, the amount of time which may be made up in one day is restricted by a state law which limits a working day to eight hours.

Vacations.—An annual vacation of one month is given the professional staff in approximately two-thirds of the large libraries (20 out of 33 in Class A), but in less than one-third of the smaller, where the vacation periods vary from three months to no vacation with pay. Among the libraries which give a month are Amherst, Brown, Iowa, Maine, Michigan, Montana, Northwestern, Princeton, and the Uni-

versity of Washington. Several, including Dartmouth, Kentucky, Ohio, Oregon State Agricultural College, Pennsylvania State College, and Vermont, give a month in the summer and also a part or all of the mid-year vacation periods of the college. Bryn Mawr and the University of Cincinnati give six weeks in summer, plus one week at Christmas.

In a few libraries a distinction is made between the librarian and department heads and the lower grades of the professional staff. At the University of Chicago the heads of the principal departments are given six weeks and other assistants four weeks; at Middlebury College the librarian and the catalogers have six weeks and general assistants four; at Radcliffe the librarian is given six weeks and the assistants one month. Distinctions are also reported by several libraries between the professional and the clerical staff. Thus the University of Minnesota and the University of Pittsburgh give four weeks to the professional staff, and three weeks and two weeks, respectively, to the clerical; Vassar gives the professional staff six weeks and the clerical staff two weeks. A few, including Ohio Wesleyan University, Dickinson, Kenyon, and Whitman, adjust the salaries on a ten months' basis, and give only the college mid-year vacations with pay.

Only 29 libraries among 224 report that a definite length of service is required before a vacation will be granted. Amherst, Bryn Mawr, Colorado, Maine, Missouri, Oregon State Agricultural College, State College of Washington, and several others, require a full year's or eleven months' service. The universities of Chicago, Kentucky, Michigan, Minnesota, and Tennessee, require six months before any vacation is given. The length of vacation after less than a full year's service is usually pro rated. Chicago gives the full vacation after 48 weeks of service; after 24 weeks, a vacation of one-twelfth of the number of days on duty. The University of Iowa, after three months' service, gives two

and a half days for each month, except to the stenographic and clerical force, provided that any one who has served less than one year agrees to return and complete at least one year of service, with the expectation of at least beginning a second year. The University of Pennsylvania gives two days for each month, after a minimum of one month's service.

Provisions for a sabbatical year are reported as follows. At Brown the librarian and the assistant librarian, because of professorial rank, are entitled to a half year with full pay or a full year with half pay. At Minnesota the librarian and the reference librarian, because of rank as professor and associate professor, are entitled to a year with half pay. The librarian alone is reported to be eligible for the sabbatical year, either on full pay or on half pay, at Amherst, Colorado, Grinnell, Michigan, Missouri, Montana State College, North Dakota, Princeton, Vassar, Wellesley, and the College for Women, Western Reserve University.

Few libraries report any definite regulations governing the amount of sick leave that will be granted. Several, including Arizona, Arkansas, Michigan, Minnesota, and Notre Dame, allow four weeks or a month. Bryn Mawr, Lehigh, and Yale give two weeks, and Colorado, one. Pennsylvania has a sliding scale based on length of service, ranging from one week with full pay during the first year of service to four weeks with full pay and four weeks with half pay after five years' service.

Size of staff.—The table printed on page 273, entitled "A trial toward finding an adequate staff for a university library," was compiled by Mr. William E. Henry, librarian of the University of Washington. The *Survey* has not been able to make any investigation of the relations which exist between the size of staff in a library and the amount of work done. With permission kindly given by Mr. Henry, the *Survey* is glad to print the table as a contribution to study of

this subject in so far as university libraries are concerned. Mr. Henry prefaces his table with the following explanation:

"A TRIAL TOWARD FINDING AN ADEQUATE STAFF FOR A UNIVERSITY LIBRARY"

"These statistics were compiled purely for my own satisfaction in an effort to see if any guide could be obtained for measuring the size of a staff for university libraries. I sought to reach a conclusion by comparing the main lines of service rendered in fourteen typical university libraries, chiefly of the state-supported type.

"I assumed in this case, what is usually true in other similar cases, that the average experience of a considerable number of similar institutions is the nearest approach we have to the essential truth. I have recorded what seemed to me the most essential facts of service and staff numbers, and from this prepared the averages.

"In collecting the statistics I promised not to print the results. One of the contributors called the attention of the director of the *Survey* to the figures, and he asked permission to print them. Eleven of the fourteen contributors have given their consent; the other three are omitted.

"I feel that the following paragraphs express my thought and my interpretation of the facts recorded:

"I am assuming in my inquiry and conclusions that the two chief factors in determining the size of a university library staff are: 1. The number of acquisitions (volumes added); 2. The number of patrons served.

"Of course there are other elements, some not very significant, namely, the total content of the library, and other elements difficult to measure, such for example as: How well the building is arranged for quick service, and whether the library is well centralized, or is widely scattered in branch and department libraries, or whether a special collection ex-

pensive to administer is maintained. There can be no common measure or comparison for widely divergent conditions or activities. These statistics therefore do not tell the whole truth, or render full justice to any one library. I selected the common elements only.

"The figures for acquisition cover the year 1924-25 as given in Mr. Gerould's report for that year. The figures for faculties and registered resident students are for the autumn quarter or semester of 1925-26.

"To get the complete number of staff I took the numbers reported to Mr. Gerould as one element; then the number of hours per week of service of those not included in what I have designated the professional staff; and reduced these hours to full time service, considering 42 hours as the working week. Adding these two groups I called the result the number of staff, as in column 2.

"Any university librarian can doubtless find fault with much or all of this, but all I have tried to do is stated in the title. I am willing to accept the results as a guide in building up and measuring my own staff for this particular library. I trust it will be of interest, if not of value, to all who are facing the same problem. Please remember that I collected these figures and worked out the conclusions wholly to answer my questions, not to educate my friends, but 'the devil can cite [statistics as well as] Scripture for his purposes.'"

A TRIAL TOWARD FINDING A REQUISITE STAFF FOR A GIVEN AMOUNT OF WORK IN A UNIVERSITY LIBRARY

(See explanatory note on page 271.)

1924–25	Facts of books added, staff and patrons served					Conclusions			
University	Books Added	No. of Staff Prof. & Clerical	Clerical Hours to Full Time	Registration Fall 1925	Faculty Including Instructors	Volumes Added Per Staff Member	Students Per Staff Member	Faculty Per Staff Member	Total Patrons Per Staff Member
Colorado....	9,000	15 & 6 = 21	258	2,635	157	428	125	7	132
Illinois.....	32,678	57 & 22 = 79	920	11,212	787	414	142	10	152
Indiana.....	8,700	11 & 19 = 30	800	3,276	187	290	109	6	115
Iowa.....	23,850	38 & 18 = 56	756	5,132	380	426	92	7	99
Kansas.....	8,355	16 & 19 = 35	782	3,700	322	239	106	9	115
Minnesota..	20,454	49 & 24 = 73	1,000	10,244	758	280	140	10	150
Missouri....	9,530	21 & 8 = 29	340	3,600	281	328	124	10	134
Nebraska...	8,290	23 & 9 = 32	366	6,105	375	259	191	12	203
Northwestern	10,154	21 & 13 = 34	604	3,671	394	299	108	12	120
Stanford....	13,084	34 & 4 = 38	180	3,117	417	344	82	11	93
Washington, Univ. of	15,391	16 & 13 = 29	534	6,149	271	531	211	9	220
Average....	14,499	27 & 14 = 41	495	5,349	394	358	130	9	139

V. STAFF PRIVILEGES AND WELFARE

Borrowing privileges.—In more than half of the libraries reporting, members of the staff are given "faculty privileges" in borrowing, with no definite regulations governing the length of time books may be kept unless they are needed by other readers, or with no fixed limits except for new fiction or other popular books. Among these are Brown, Bryn Mawr, Indiana, Iowa, Missouri (two weeks for fiction), North Carolina (two weeks for fiction), Northwestern, Pennsylvania (new fiction must circulate once before a staff member is entitled to it), Texas, Vassar, and Wellesley. Nearly half of the large libraries, and many of the smaller, issue books to the staff with the same limitations as to other (non-faculty) borrowers. Among these are Amherst, Dartmouth, Lehigh, Michigan (one week for fiction and two weeks for non-fiction), Minnesota, Oregon, Princeton, University of Washington, and Yale. In only a few libraries are staff members permitted to borrow current copies of magazines, over-night or Sunday.

Library conferences.—The following libraries report that their budgets contain an item providing for expenses of the librarian, or other staff members, in attending library conferences: Dartmouth, Maine, North Dakota, Northwestern, and Pennsylvania (for traveling expenses, to be spent at the discretion of the librarian). Money may be granted for this purpose, however, either from the library's funds or by a special grant from general university funds, in several other libraries, including Brown, Chicago, Hamilton (half expenses occasionally), Iowa, and Princeton. At Minnesota no traveling expenses are granted for meetings except to regular meetings of associations of which the library is an institutional member, and then only on approval by the president and the regents of the university and the governor of the state. At the University of Washington ex-

penses are paid only if the person to whom they are granted is to participate in the conference by reading a paper or in some other way. At Yale, expenses of staff members are sometimes paid if they are on the program of the conference.

Staff meetings.—In nearly all of the libraries reporting, meetings of the entire staff are held irregularly and infrequently, if at all, seldom averaging more than two or three a year. At the University of Iowa meetings are usually held monthly, often at luncheon, with discussion of professional or literary subjects and news items. Monthly meetings are held also at the universities of Oregon, Pittsburgh, Tennessee, and Washington. Among the libraries which report less frequent meetings are Brown (once or twice a year), Michigan (once in the fall of each year, and on special occasions), Northwestern ("irregularly, to discuss questions of policy and method, or to meet informally visiting librarians"), and Pennsylvania.

Meetings of department heads are held once a week at Iowa, Oregon State Agricultural College, Princeton, and Texas; once a month at Michigan; and irregularly at Chicago and at Pennsylvania.

At the University of Chicago there is a library council, composed of the acting director, the heads of departments and divisions, assistants in charge of departmental libraries, and the revisers of cataloging and classification. This council meets quarterly. Questions of routine and of policy or method are discussed, recommendations are presented, and reports are made by persons or committees who have been appointed to investigate various matters.

Staff insurance, retiring funds, etc.—The University of Pennsylvania has recently introduced a system of group life insurance for all full-time members of the teaching staff and full-time employes. The insurance provides both a life insurance benefit, payable to the beneficiary on the death of

the insured, and a total and permanent disability benefit, payable to the insured if he becomes totally and permanently disabled before he has reached the age of sixty. All who are eligible for participation in this plan are automatically covered as soon as they become eligible, and are entitled to the insurance benefits as long as they remain in the service of the university. If a person leaves this service, the insurance may be converted by him, without medical examination but at the regular premium rate, to some form of insurance, other than term insurance.

No person is required to undergo a medical examination in connection with the group insurance. The amount of insurance provided depends on the length of service or on the position held, in accordance with the following schedule:

All members of the teaching staff and all administrative officers to be insured for one year's salary to a maximum of $5,000.

All others covered by the policy to be insured in accordance with the following plan:

25 per cent. of annual salary to those in service at least one year and less than two years. (With minimum of $500.)

50 per cent. of annual salary to those in service two years and less than three years. (With minimum of $500.)

75 per cent. of annual salary to those in service three years and less than four years. (With minimum of $500.)

100 per cent. of annual salary to those in service four years and over.

Minimum amount of insurance..... $ 500.
Maximum amount of insurance..... 5,000.

Both death and total disability payments will be made in twelve monthly instalments.

At the University of Chicago the following system is in force.

Certain full-time employes of the University of Chicago

are included under a plan of death benefit payments. The basis of computation of the amount of such payment is as follows: After one year of service, the sum of $600, to be increased by $100 for each year of continuous service up to a maximum of the annual salary, but in no event to exceed the sum of $3,000. The foregoing arrangement applies from the date of commencement of continuous service with the university.

The plan of death benefit payments is operative from year to year at the option of the university. While it is believed that the board of trustees of the university will desire to continue the plan of death benefit payments indefinitely, the right is reserved by the board of trustees to discontinue or modify said plan.

Several libraries report that the librarian, and, in some cases, other members of the library staff, are eligible for a pension under the Carnegie pension system or from the Teachers' Insurance and Annuity Association of America or some other system of pensions or retirement allowance. The only such system reported, conducted by the university itself, is at the University of Chicago. The provisions of this system do not, at present, apply to any members of the library staff except the director and the associate director.

APPENDIX

LIBRARIES MENTIONED IN VOLUME I

College and University Libraries

Adelphi College	Brooklyn, N. Y.
Alabama Polytechnic Institute	Auburn, Ala.
Alfred University	Alfred, N. Y.
Amherst College	Amherst, Mass.
Antioch College	Yellow Springs, O.
Arizona, University of	Tucson, Ariz.
Arkansas, University of	Fayetteville, Ark.
Aurora College	Aurora, Ill.
Bates College	Lewiston, Me.
Beloit College	Beloit, Wis.
Brown University	Providence, R. I.
Bryn Mawr College	Bryn Mawr, Pa.
California, University of	Berkeley, Calif.
Carleton College	Northfield, Minn.
Carnegie Institute of Technology	Pittsburgh, Pa.
Catholic University of America	Washington, D. C.
Central College	Pella, Ia.
Chicago, University of	Chicago, Ill.
Cincinnati, University of	Cincinnati, O.
Clark University	Worcester, Mass.
Clemson College	Clemson College, S. C.
Colby College	Waterville, Me.
Colgate University	Hamilton, N. Y.
Colorado, University of	Boulder, Colo.
Colorado, Western State College of	Gunnison, Colo.
Colorado College	Colorado Springs, Colo.
Columbia College	Dubuque, Ia.
Columbia University	New York City
Concordia College	Moorhead, Minn.
Connecticut College for Women	New London, Conn.
Cornell College	Mount Vernon, Ia.
Cornell University	Ithaca, N. Y.
Dartmouth College	Hanover, N. H.
Dickinson College	Cumberland, Pa.
Drake University	Des Moines, Ia.
Drexel Institute	Philadelphia, Pa.
Duke University	Durham, N. C.
Emory University	Emory University, Ga.
Emporia College	Emporia, Kans.
Eureka College	Eureka, Ill.
Georgia School of Technology	Atlanta, Ga.
Georgia State College for Women	Milledgeville, Ga.

Goucher College	Baltimore, Md.
Greensboro College	Greensboro, N. C.
Grinnell College	Grinnell, Ia.
Grove City College	Grove City, Pa.
Hamilton College	Clinton, N. Y.
Hanover College	Hanover, Ind.
Harvard University	Cambridge, Mass.
Haverford College	Haverford, Pa.
Hood College	Frederick, Md.
Illinois, University of	Urbana, Ill.
Indiana, University of	Bloomington, Ind.
Iowa, University of	Iowa City, Ia.
Iowa State College of Agriculture	Ames, Ia.
Iowa Wesleyan College	Mt. Pleasant, Ia.
Johns Hopkins University	Baltimore, Md.
Kalamazoo College	Kalamazoo, Mich.
Kansas, University of	Lawrence, Kans.
Kansas State Teachers' College	Emporia, Kans.
Kansas Wesleyan University	Salina, Kans.
Kentucky, University of	Lexington, Ky.
Kenyon College	Gambier, O.
Knox College	Galesburg, Ill.
La Grange College	La Grange, Ga.
Lebanon Valley College	Annville, Pa.
Lehigh University	Bethlehem, Pa.
Louisiana College	Pineville, La.
Luther College	Decorah, Ia.
Maine, University of	Orono, Me.
Manchester College	North Manchester, Ind.
Marshall College	Huntington, W. Va.
Miami University	Oxford, O.
Michigan, University of	Ann Arbor, Mich.
Middlebury College	Middlebury, Vt.
Mills College	Mills College, Calif.
Milton College	Milton, Wis.
Milwaukee-Downer College	Milwaukee, Wis.
Minnesota, University of	Minneapolis, Minn.
Missouri, University of	Columbia, Mo.
Montana, University of	Missoula, Mont.
Montana State College	Bozeman, Mont.
Mount Holyoke College	South Hadley, Mass.
Mount Union College	Alliance, O.
Muskingum College	New Concord, O.
Nebraska, University of	Lincoln, Neb.
Nebraska Wesleyan University	University Place, Neb.
New Mexico, University of	Albuquerque, N. M.
North Carolina, University of	Chapel Hill, N. C.

North Carolina College for Women	Greensboro, N. C.
North Dakota, University of	Grand Forks, N. D.
North Dakota Agricultural College	Fargo, N. D.
Northeastern University	Boston, Mass.
Northwestern University	Evanston, Ill.
Notre Dame, University of	Notre Dame, Ind.
Oberlin College	Oberlin, O.
Ohio State University	Columbus, O.
Ohio Wesleyan University	Delaware, O.
Oklahoma, University of	Norman, Okla.
Oklahoma Agricultural and Mechanical College	Stillwater, Okla.
Olivet College	Olivet, Mich.
Oregon, University of	Eugene, Ore.
Oregon State Agricultural College	Corvallis, Ore.
Pennsylvania, University of	Philadelphia, Pa.
Pennsylvania State College	State College, Pa.
Pittsburgh, University of	Pittsburgh, Pa.
Pomona College	Claremont, Calif.
Princeton University	Princeton, N. J.
Puget Sound College	Tacoma, Wash.
Queens College	Charlotte, N. C.
Radcliffe College	Cambridge, Mass.
Ripon College	Ripon, Wis.
Rochester, University of	Rochester, N. Y.
Shurtleff College	Alton, Ill.
Simmons College	Boston, Mass.
Simpson College	Indianola, Ia.
Smith College	Northampton, Mass.
South Dakota, University of	Vermillion, S. D.
South Dakota State College of Agriculture and Mechanic Arts	Brookings, S. D.
Stanford University	Stanford University, Calif.
Syracuse University	Syracuse, N. Y.
Tennessee, University of	Knoxville, Tenn.
Texas, University of	Austin, Tex.
Texas Agricultural and Mechanical College	College Station, Tex.
Texas Christian University	Fort Worth, Tex.
Transylvania College	Lexington, Ky.
Tufts College	Medford, Mass.
University of Southern California	Los Angeles, Calif.
University of the South	Sewanee, Tenn.
Utah, University of	Salt Lake City, Utah
Vassar College	Poughkeepsie, N. Y.

Vermont, University of	Burlington, Vt.
Virginia, University of	Charlottesville, Va.
Washington, State College of	Pullman, Wash.
Washington, University of	Seattle, Wash.
Washington and Jefferson College	Washington, Pa.
Washington and Lee University	Lexington, Va.
Washington University	St. Louis, Mo.
Wellesley College	Wellesley, Mass.
Wesleyan College	Macon, Ga.
Wesleyan University	Middletown, Conn.
West Virginia University	Morgantown, W. Va.
Western Maryland College	Westminster, Md.
Western Reserve University, College for Women	Cleveland, O.
Westminster College	Fulton, Mo.
Whitman College	Walla Walla, Wash.
Wisconsin, University of	Madison, Wis.
Wittenberg College	Springfield, O.
Wyoming, University of	Laramie, Wyo.
Yale University	New Haven, Conn.

PUBLIC LIBRARIES

Albany, N. Y.	Albany Public Library
Alburgh, Vt.	Alburgh Public Library
Allegan, Mich.	Allegan Public Library
Alpena, Mich.	Alpena Public Library
Alton, Ill.	Jennie D. Hayner Free Library Association
Anniston, Ala.	Carnegie Library
Ansonia, Conn.	Ansonia Library
Atlanta, Ga.	Carnegie Library of Atlanta
Atlanta, Ill.	Atlanta Public Library
Auburn, N. Y.	Seymour Library
Augusta, Ill.	Augusta Public Library
Ayer, Mass.	Ayer Library
Bangor, Me.	Bangor Public Library
Batavia, N. Y.	Richmond Memorial Library
Battle Creek, Mich.	Battle Creek Public School Library
Bay City, Mich.	Bay City Public Library
Belleville, Ill.	Belleville Public Library
Bellingham, Wash.	Bellingham Free Public Libraries
Bellows Falls, Vt.	Rockingham Free Public Library
Belmont, Mass.	Belmont Public Library
Benton Harbor, Mich.	Benton Harbor Public Library
Berkeley, Calif.	Berkeley Public Library
Bethlehem, Pa.	Bethlehem Public Library

Beverly, Mass. ..... Beverly Public Library
Biddeford, Me. ..... Biddeford Public Library
Billings, Mont. ..... Parmly Billings Memorial Library
Binghamton, N. Y. ..... Binghamton Public Library
Birmingham, Ala. ..... Birmingham Public Library
Black River Falls, Wis. ..... Black River Falls Public Library
Bloomfield, N. J. ..... Bloomfield Public Library
Boone, Ia. ..... Ericson Public Library
Boston, Mass. ..... Public Library of the City of Boston
Bradford, Pa. ..... Carnegie Public Library
Brattleboro, Vt. ..... Brattleboro Public Library
Bridgehampton, N. Y. ..... Hampton Library
Bridgeport, Conn. ..... Bridgeport Public Library
Brockton, Mass. ..... Brockton Public Library
Brookline, Mass. ..... Brookline Public Library
Brooklyn, N. Y. ..... Brooklyn Public Library
Buffalo, N. Y. ..... Buffalo Public Library
Buhl, Minn. ..... Buhl Public Library
Burlingame, Calif. ..... Burlingame Public Library
Butler, Pa. ..... Butler Public Library
Cambridge, O. ..... Cambridge Public Library
Cambridge City, Ind. ..... Cambridge City Public Library
Camden, Me. ..... Camden Public Library
Camden, N. J. ..... Free Public Library
Canastota, N. Y. ..... Canastota Public Library
Canton, Mass. ..... Canton Public Library
Canton, Pa. ..... Green Free Library
Cedar Rapids, Ia. ..... Cedar Rapids Public Library
Centralia, Ill. ..... Centralia Public Library
Champaign, Ill. ..... Champaign Public Library
Chariton, Ia. ..... Free Public Library
Charlestown, N. H. ..... Silsby Free Public Library
Charlotte, Mich. ..... Free Public Library
Chatfield, Minn. ..... Chatfield Public Library
Chattanooga, Tenn. ..... Chattanooga Public Library
Cheboygan, Mich. ..... Carnegie Free Library
Chicago, Ill. ..... Chicago Public Library
Chippewa Falls, Wis. ..... Chippewa Falls Public Library
Chisholm, Minn. ..... Chisholm Public Library
Cincinnati, O. ..... Public Library of Cincinnati
Cleveland, O. ..... Cleveland Public Library
Cleveland Heights, O. ..... Cleveland Heights Public Library
Coronado, Calif. ..... Coronado Public Library
Council Bluffs, Ia. ..... Free Public Library
Coxsackie, N. Y. ..... Heermance Memorial Library
Dallas, Tex. ..... Dallas Public Library
Danbury, Conn. ..... Danbury Library

Dansville, N. Y. ..... Dansville Public Library
Danvers, Mass. ..... Peabody Institute Library
Danville, Ill. ..... Danville Public Library
Dartmouth, Mass. ..... Dartmouth Free Public Library
Davenport, Ia. ..... Davenport Public Library
Dayton, O. ..... Dayton Public Library
Decatur, Ill. ..... Free Public Library
Delavan, Ill. ..... Ayer Public Library
Delta, Colo. ..... Delta Public Library
Denver, Colo. ..... Denver Public Library
Derby, Conn. ..... Derby Public Library
Des Moines, Ia. ..... Des Moines Public Library
Detroit, Mich. ..... Detroit Public Library
Dixon, Ill. ..... Dixon Public Library
Dublin, Ga. ..... Carnegie Library
Duluth, Minn. ..... Duluth Public Library
Dunkirk, N. Y. ..... Dunkirk Free Library
East Cleveland, O. ..... East Cleveland Public Library
East Liverpool, O. ..... Carnegie Public Library
East Orange, N. J. ..... Free Public Library of East Orange
East Rockaway, N. Y. ..... Baiseley Free Library
East St. Louis, Ill. ..... East St. Louis Public Library
El Centro, Calif. ..... El Centro Public Library
Elizabeth, N. J. ..... Free Public Library
Ellington, Conn. ..... Hall Memorial Library
Enoch Pratt Free Library .... Baltimore, Md.
Escondido, Calif. ..... Escondido Public Library
Evanston, Ill. ..... Evanston Public Library
Evansville, Ind. ..... Public Library of Evansville
Eveleth, Minn. ..... Eveleth Public Library
Everett, Wash. ..... Everett Public Library
Fairhope, Ala. ..... Fairhope Public Library
Fairmont, Minn. ..... Fairmont Public Library
Findlay, O. ..... Findlay Public Library
Fitchburg, Mass. ..... Fitchburg Public Library
Fitzgerald, Ga. ..... Carnegie Library
Flint, Mich. ..... Flint Public Library
Forbes Library ..... Northampton, Mass.
Fort Atkinson, Wis. ..... Dwight Foster Public Library
Fort Worth, Tex. ..... Carnegie Public Library
Galesburg, Ill. ..... Galesburg Free Public Library
Galion, O. ..... Galion Public Library
Gallipolis, O. ..... Gallipolis Public Library
Galveston, Tex. ..... Rosenberg Library
Gardner, Mass. ..... Levi Heywood Memorial Library
Gary, Ind. ..... Gary Public Library
Glencoe, Ill. ..... Glencoe Public Library

Glens Falls, N. Y. ..... Crandall Free Library
Granby, Mass. ..... Free Public Library
Grand Rapids, Mich. ..... Grand Rapids Public Library
Great Bend, Kans. ..... Great Bend Public Library
Great Falls, Mont. ..... Great Falls Public Library
Green Bay, Wis. ..... Kellogg Public Library
Greene, N. Y. ..... Moore Memorial Library
Greensboro, N. C. ..... Greensboro Public Library
Greenville, O. ..... Carnegie Library
Grosvenor Library ..... Buffalo, N. Y.
Hamilton, Mass. ..... Free Public Library
Harrisburg, Pa. ..... Harrisburg Public Library
Hartford, Conn. ..... Hartford Public Library
Hatfield, Mass. ..... Free Public Library
Havre, Mont. ..... Havre Public Library
Healdsburg, Calif. ..... Healdsburg Carnegie Public Library
Helena, Ark. ..... Helena Public Library
Hibbing, Minn. ..... Hibbing Public Library
Highland Park, Ill. ..... Highland Park Public Library
Highland Park, Mich. ..... McGregor Public Library
Houston, Tex. ..... Houston Public Library
Hudson, Mass. ..... Hudson Public Library
Indianapolis, Ind. ..... Indianapolis Public Library
Iowa City, Ia. ..... Iowa City Public Library
Ironton, O. ..... Briggs Library
Isle La Motte, Vt. ..... Isle La Motte Public Library
Jacksonville, Fla. ..... Free Public Library
Jacksonville, Ill. ..... Jacksonville Public Library
Jamestown, N. Y. ..... James Prendergast Free Library
Janesville, Wis. ..... Janesville Public Library
Jersey City, N. J. ..... Free Public Library
Jerseyville, Ill. ..... Jerseyville Free Library
John Crerar Library ..... Chicago, Ill.
Joliet, Ill. ..... Joliet Public Library
Joplin, Mo. ..... Free Public Library
Kalamazoo, Mich. ..... Kalamazoo Public Library
Kansas City, Mo. ..... Kansas City Public Library
Kaukauna, Wis. ..... Free Public Library
Kenosha, Wis. ..... Gilbert M. Simmons Library
Keokuk, Ia. ..... Keokuk Public Library
Kilbourn, Wis. ..... Kilbourn Public Library
Knoxville, Tenn. ..... Lawson McGhee Library
Kokomo, Ind. ..... Carnegie Public Library
Laconia, N. H. ..... Laconia Public Library
La Crosse, Wis. ..... La Crosse Public Library
Lake George, N. Y. ..... Caldwell-Lake George Public Library
Lakewood, O. ..... Lakewood Public Library

Lebanon, Ind. ..... Lebanon Public Library
Lewiston, Me. ..... Lewiston Public Library
Lexington, Ky. ..... Lexington Public Library
Library of Congress..... Washington, D. C.
Lima, O. ..... Lima Public Library
Lincoln, Ill. ..... Lincoln Public Library
Litchfield, Ill. ..... Carnegie Public Library
Little Rock, Ark. ..... Little Rock Public Library
Long Beach, Calif. ..... Long Beach Public Library
Los Angeles, Calif. ..... Los Angeles Public Library
Louisville, Ky. ..... Louisville Free Public Library
McKeesport, Pa. ..... Carnegie Free Library
Madison, Wis. ..... Madison Free Library
Manhattan, Kans. ..... Carnegie Free Public Library
Marquette, Mich. ..... Peter White Public Library
Mason City, Ia. ..... Mason City Public Library
Massillon, O. ..... Massillon City School District Library
Memphis, Tenn. ..... Cossitt Library
Mendon, Mass. ..... Taft Public Library
Mendon, Mich. ..... Free Public Library
Mentor, O. ..... Mentor Village Library
Methuen, Mass. ..... Nevins Memorial Library
Michigan State Library ..... Lansing, Mich.
Middletown, N. Y..... Thrall Library
Middletown, O. ..... Free Public Library
Milford, Mass. ..... Milford Town Library
Minneapolis, Minn. ..... Minneapolis Public Library
Montclair, N. J..... Free Public Library
Moscow, Idaho ..... Moscow Public Library
Mount Vernon, N. Y..... Mount Vernon Public Library
Mount Vernon, O. ..... Mount Vernon Public Library
Mountain Iron, Minn. ..... Mountain Iron Public Library
Muncie, Ind. ..... Muncie Public Library
Muskegon, Mich. ..... Hackley Public Library
Muskogee, Okla. ..... Muskogee Public Library
Nashville, Tenn. ..... Carnegie Library
National City, Calif. ..... National City Public Library
Nevada City, Calif. ..... Nevada City Free Library
New Bedford, Mass. ..... Free Public Library
New Britain, Conn. ..... New Britain Institute
New Brunswick, N. J..... Free Public Library
New Castle, Pa. ..... Free Public Library
New Gloucester, Me. ..... New Gloucester Public Library
New Harmony, Ind. ..... New Harmony Workingmen's Institute
New Haven, Conn. ..... Free Public Library
New London, N. H..... New London Town Library
New Orleans, La. ..... New Orleans Public Library

New Rochelle, N. Y.....New Rochelle Public Library
New York City .....New York Public Library
New York State Library.....Albany, N. Y.
Newark, N. J. .....Free Public Library
Newark, O. .....Newark Public Library
Newark Valley, N. Y.....Tappan-Spaulding Memorial Library
Newberry Library .....Chicago, Ill.
Newton, Mass. .....Newton Free Library
North Hero, Vt. .....North Hero Public Library
Oakland, Calif. .....Oakland Free Library
Ogden, Utah .....Carnegie Free Library
Oklahoma City, Okla. .....Carnegie Library
Omaha, Neb. .....Omaha Public Library
Owatonna, Minn. .....Owatonna Public Library
Oxford, N. Y. .....Oxford Memorial Library
Oxnard, Calif. .....Oxnard Public Library
Pana, Ill. .....Carnegie-Schuyler Library
Pasadena, Calif. .....Pasadena Public Library
Paterson, N. J. .....Free Public Library
Peoria, Ill. .....Peoria Public Library
Peru, Ill. .....Peru Public Library
Pittsburgh, Pa. .....Carnegie Library of Pittsburgh
Plattsburgh, N. Y. .....Plattsburgh Public Library
Pomona, Calif. .....Pomona Public Library
Pontiac, Ill. .....Pontiac Public Library
Port Arthur, Tex. .....Memorial Library
Port Henry, N. Y.....Sherman Free Library
Portland, Ore. .....Library Association of Portland
Pottsville, Pa. .....Pottsville Free Public Library
Poughkeepsie, N. Y. .....Adriance Memorial Library
Pratt Institute Free Library...Brooklyn, N. Y.
Proctor, Vt. .....Proctor Free Library
Pueblo, Colo. .....McClelland Public Library
Queens Borough, N. Y.....Queens Borough Public Library
Racine, Wis. .....Racine Public Library
Red Bluff, Calif. .....Herbert Kraft Free Public Library
Redondo Beach, Calif. .....Redondo Beach Public Library
Reynolds Library .....Rochester, N. Y.
Richfield Springs, N. Y.....Richfield Springs Public Library
Richmond, Calif. .....Richmond Public Library
Richmond, Ind. .....Morrisson-Reeves Library
Ridgefarm, Ill. .....Carnegie Library
Ridgewood, N. J. .....George L. Pease Memorial Library
Riverside, Calif. .....Riverside Public Library
Rochester, N. Y. .....Rochester Public Library
Rockford, Ill. .....Rockford Public Library
Rutland, Vt. .....Rutland Free Library

Saco, Me.	Dyer Library Association
Sacramento, Calif.	City Free Library
Saginaw, Mich.	Saginaw Public Libraries
St. Joseph, Mo.	St. Joseph Public Library
St. Louis, Mo.	St. Louis Public Library
St. Paul, Minn.	St. Paul Public Library
St. Peter, Minn.	St. Peter Public Library
Salem, Mass.	Salem Public Library
Salt Lake City, Utah	Salt Lake City Public Library
San Antonio, Tex.	Carnegie Library
San Bernardino, Calif.	Free Public Library
San Bernardino County, Calif.	San Bernardino County Free Library
San Diego, Calif.	San Diego Public Library
San Francisco, Calif.	San Francisco Public Library
San Luis Obispo, Calif.	San Luis Obispo Free Public Library
Santa Barbara, Calif.	Santa Barbara Free Public Library
Santa Monica, Calif.	Santa Monica Public Library
Santa Rosa, Calif.	Free Public Library
Sauk Centre, Minn.	Bryant Library
Savannah, Ga.	Savannah Public Library
Schuylerville, N. Y.	Schuylerville Free Library
Scottdale, Pa.	Scottdale Free Public Library
Scranton, Pa.	Scranton Public Library
Seattle, Wash.	Seattle Public Library
Sedalia, Mo.	Sedalia Public Library
Seymour, Conn.	Seymour Public Library
Sherman, N. Y.	Minerva Free Library
Sherman, Tex.	Sherman Public Library
Sioux City, Ia.	Sioux City Public Library
Sioux Falls, S. D.	Carnegie Free Public Library
Skowhegan, Me.	Free Public Library
Somerville, Mass.	Public Library of the City of Somerville
South Paris, Me.	Paris Public Library
Sparta, Wis.	Sparta Free Library
Springfield, Ill.	Lincoln Library
Springfield, O.	Warder Public Library
Springfield, Vt.	Springfield Town Library
Sterling, Ill.	Sterling Public Library
Sterling, Mass.	Sterling Public Library
Stockton, Calif.	Stockton Public Library
Stockton, N. Y.	Mary E. Seymour Memorial Library
Superior, Neb.	Superior Public Library
Superior, Wis.	Superior Public Library
Syracuse, N. Y.	Syracuse Public Library
Tacoma, Wash.	Tacoma Public Library
Tampa, Fla.	Tampa Public Library

Taylorville, Ill.	Taylorville Public Library
Terre Haute, Ind.	Emeline Fairbanks Memorial Library
Thompsonville, Conn.	Enfield Free Public Library
Thorntown, Ind.	Thorntown Public Library
Toledo, O.	Toledo Public Library
Trenton, N. J.	Free Public Library
Troy, N. Y.	Troy Public Library
Tulsa, Okla.	Tulsa Public Library
Umatilla County, Ore.	Umatilla County Library
University Place, Neb.	University Place Public Library
Upland, Calif.	Upland Public Library
Urbana, Ill.	Urbana Free Library
Utica, N. Y.	Utica Public Library
Vallejo, Calif.	Vallejo Public Library
Ventura County, Calif.	Ventura County Free Library
Virginia, Minn.	Virginia Public Library
Wakefield, Mass.	Lucius Beebe Memorial Library
Walpole, Mass.	Walpole Public Library
Warren, O.	Warren Public Library
Warrensburg, N. Y.	Richards Library
Washington, D. C.	Public Library of the District of Columbia
Waterbury, Conn.	Silas Bronson Library
Waterloo, Ia.	Waterloo Public Library
Watertown, Mass.	Free Public Library
Wausau, Wis.	Wausau Public Library
Wenatchee, Wash.	Carnegie Public Library
West Allis, Wis.	West Allis Public Library
West Bridgewater, Mass.	West Bridgewater Public Library
West Warwick, R. I.	Pawtuxet Valley Free Library
Westerly, R. I.	Westerly Public Library
Weymouth, Mass.	Tufts Library
Wichita, Kan.	Wichita City Library
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Wilmington, Del.	Wilmington Institute Free Library
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Wilmington, N. C.	Wilmington Public Library
Winchester, Mass.	Winchester Public Library
Winona, Minn.	Free Public Library
Winston-Salem, N. C.	Carnegie Public Library
Woodstock, Ill.	Woodstock Public Library
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